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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Results of the survey to support the review of the standard rate of reimbursement to troop- and police-contributing countries

Report of the Advisory Committee on Administrative and Budgetary Questions

1. The Advisory Committee on Administrative and Budgetary Questions has considered an advance version of the report of the Secretary-General on the results of the survey to support the review of the standard rate of reimbursement to troop- and police-contributing countries (A/72/728). During its consideration of the report, the Committee met with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses received on 13 February 2018.

2. The Advisory Committee recalls that the General Assembly, in its resolution 67/261, approved the conclusions and recommendations of the Senior Advisory Group, as summarized in section IV of its report on rates of reimbursement to troop-contributing countries and related issues (A/C.5/67/10, annex). Subsequently, the Secretary-General submitted a report on the results of the revised survey to establish the standard rate of reimbursement to troop-contributing countries (A/68/813). In its resolution 68/281, the Assembly decided to establish a single rate of reimbursement to countries contributing contingent personnel to United Nations field operations as from 1 July 2014, with progressive increases to take effect as from July 2016 and July 2017).

3. The Advisory Committee further recalls that the General Assembly, in its resolution 67/261, also approved the recommendation of the Senior Advisory Group that, once a new base has been approved, there should be a full review, with data gathered from a newly selected sample, every four years (A/C.5/67/10, annex, para. 110). Pursuant to that resolution, the report of the Secretary-General (A/72/728) contains the results of the quadrennial review of the common and essential additional personnel costs incurred by contributing countries in deploying their forces to United Nations peacekeeping missions, using June 2017 as the base month. Table 2 in the report of the Secretary-General provides a summary of the average per person

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monthly costs from the 10 sample countries[1] for each of the five cost categories.[2] Upon enquiry, the Committee was informed that the methodology, which had been recommended by the Group and approved by the Assembly in its resolution 67/261, had been followed throughout the review process.

4. Based on the 2017/18 review, the weighted average across all five cost categories and reflecting the proportionate size of the individual contributions of the sample countries amounts to $1,427.80 per person per month (A/72/728, para. 25), a difference of $17.80 compared with the current rate of $1,410 per person per month as from 1 July 2017 approved by the General Assembly in its resolution 68/281. Upon enquiry, the Advisory Committee was informed that, based on the deployment levels as at 31 December 2017 and assuming that the approved rate was paid in full to all uniformed personnel deployed, the potential financial implications of an increase of $1 to the current rate of reimbursement would amount to $1,032,660 per annum, equating to an estimated total of $18,381,348 per annum for a difference of $17.80.

5. In addition to the five mandated categories of costs, information on other costs incurred by the sample countries is listed in sections IV and V of the report of the Secretary-General. The weighted average of two such additional costs is presented in the report as follows: (a) issuance of passports (weighted average is $2.72 per person per month); and (b) medical examinations for deploying female uniformed personnel (weighted average is $1.27 per person per month) (A/72/728, paras. 53 and 59 (c)). In this connection, the Advisory Committee was informed upon enquiry that, of the 92,682 military and police personnel deployed to peacekeeping operations as at 31 December 2017, 4,275 (4.6 per cent) were women.

6. Furthermore, the Secretary-General indicates that sample countries noted having incurred costs associated with post-deployment medical examinations and procedures that were specific to service in United Nations peacekeeping operations, including psychological examinations, tests and counselling. He adds that the General Assembly may wish to consider including peacekeeping-specific post-deployment medical expenses in future survey exercises (ibid., para. 42).

7. The recommendations of the Secretary-General are set out in paragraph 60 of his report (A/72/728). The General Assembly is requested to review the rate of reimbursement to countries contributing uniformed personnel to United Nations peacekeeping operations. **The Advisory Committee is of the view that the above-mentioned actions constitute policy matters to be decided by the General Assembly.**

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[1] The Senior Advisory Group recommended that data should be collected from 10 countries to be drawn from the top 20 police- and troop-contributing countries, which should collectively account for a minimum of 50 per cent of total troops and police deployed over the three years prior to the survey. The sample 10 should include countries drawn from four income categories, in proportion to the total number of troops and formed police units coming from countries in each of the income categories (high, high-medium, low-medium and low, based on World Bank data and classification) (A/C.5/67/10, annex, paras. 62 and 109 (b)).

[2] The Senior Advisory Group recommended that data should be collected on the common and essential additional costs incurred by contributing countries in deploying their forces to United Nations peacekeeping missions. Specifically, cost information would be collected on: allowances; clothing, gear and equipment; predeployment medical expenses; inland travel; and delivery of United Nations-mandated training (ibid., para. 109 (a)).

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Strengthening of the United Nations system

United Nations reform: measures and proposals

Programme budget for the biennium 2018–2019

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Revised estimates relating to the programme budget for the biennium 2018–2019 under section 3, Political affairs, and section 5, Peacekeeping operations, and the proposed budget for the support account for peacekeeping operations for the period from 1 July 2018 to 30 June 2019 related to the peace and security reform

Report of the Secretary-General

Summary

The present report is submitted pursuant to General Assembly resolution 72/199 on the restructuring of the United Nations peace and security pillar. By that resolution, the Assembly expressed its support for the Secretary-General's vision for reforming the peace and security architecture, as proposed in his report (A/72/525), and requested him to submit, as soon as possible, a comprehensive report on his peace and security pillar reform proposal, elaborating on the establishment of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations, including detailed information on the proposed functions, structure and staffing requirements, for the consideration of and decision by the Assembly.

The present report contains the revised estimates proposed under section 3, Political affairs, and section 5, Peacekeeping operations, of the programme budget for the biennium 2018–2019 and the budget for the support account for peacekeeping operations for the 2018/19 financial period, which is to be submitted separately to the General Assembly.

Actions requested by the General Assembly are contained section IX of the present report.

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I. Introduction

1. The present report is submitted pursuant to General Assembly resolution 72/199 on the restructuring of the United Nations peace and security pillar. In that resolution the Assembly expressed its support for the Secretary-General's vision for reforming the peace and security architecture as proposed in his report (A/72/525), and requested him to submit, as soon as possible, a comprehensive report on the peace and security pillar reform proposal, elaborating on the establishment of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations, including detailed information on the proposed functions, structure and staffing requirements, for the consideration of and decision by the General Assembly, in accordance with established procedures. The present report further elaborates on the proposal, taking into account the feedback provided thus far by Member States.

2. The proposal for the reform of the peace and security pillar has four main goals, as outlined in the report of the Secretary-General (A/72/525, paras. 13–19). The first goal is to prioritize prevention and sustaining peace. The Security Council, in its resolution 2171 (2014), affirmed that the prevention of conflicts remains a primary responsibility of States, while recognizing the important role that the United Nations, notably the peace and security pillar, can play in contributing to the prevention of the outbreak, escalation, continuation and recurrence of conflict. The second goal is to enhance the effectiveness and coherence of peacekeeping operations and special political missions. The Secretary-General, while aiming to streamline and improve the management of United Nations peace operations, fully recognizes the distinct nature of peacekeeping operations and special political missions, as well as their different financing mechanisms. The basic principles of peacekeeping, namely consent of the parties, impartiality, non-use of force, except in self-defence and defence of the mandate, will continue to be upheld. The third goal is to make the peace and security pillar more coherent, nimble and effective through a "whole-of-pillar" approach to address fragmentation, and thus to move away from the emphasis on working through separate departments towards a single, integrated peace and security pillar with two closely linked departments. The fourth goal is to align the peace and security pillar more closely with the development and human rights pillars to create greater coherence and cross-pillar coordination in order to enable the Secretariat and the United Nations system as a whole to deliver on mandates more effectively while respecting the distinct character of each of the pillars as separate areas of responsibility. The reform does not change established mandates, functions or funding sources. The twin resolutions of the General Assembly and the Security Council on the review of the United Nations peacebuilding architecture (Assembly resolution 70/262 and Council resolution 2282 (2016), both adopted on 27 April 2016) also emphasized the importance of a comprehensive, integrated and coherent approach to sustaining peace among relevant political, security and developmental actors.

3. The proposal aims to reorganize and integrate existing substantive capacities and resources in key areas of peace and security more rationally to achieve the goals set out above. As outlined in the report on the restructuring of the peace and security pillar, the proposal is centred on the creation of two new departments: (a) the Department of Political and Peacebuilding Affairs, which would combine the strategic, political and operational responsibilities of the Department of Political Affairs and the peacebuilding responsibilities of the Peacebuilding Support Office; and (b) a the Department of Peace Operations, which would include the strategic, political and operational responsibilities of the Department of Peacekeeping Operations and the responsibilities of the Department of Political Affairs for those field-based special political missions that would henceforth be placed under its

purview, as well as the use of a variety of specialized capacities and services in the existing Department of Political Affairs, the Department of Peacekeeping Operations and the Peacebuilding Support Office. In this regard, the Secretary-General intends, in the context of the configuration as it currently stands, to place the United Nations Assistance Mission in Afghanistan (UNAMA) and the United Nations Assistance Mission for Iraq (UNAMI) under the purview of the Department of Peace Operations. The General Assembly, in its resolution 70/262, and the Security Council, in its resolution 2282 (2016), have called for the revitalization of the Peacebuilding Support Office, in particular in order to facilitate coherent system-wide action, as described by the Secretary-General in his above-mentioned report as the "hinge" role (A/72/525, para. 25). The Peacebuilding Support Office would thus be empowered and provided with additional capacity from existing resources, with a view to making the pillar more effective and integrating peacebuilding more closely into the work of the single regional political-operational structure and the peace and security pillar as a whole, as well as enabling the Support Office to connect the pillar more strongly with system-wide efforts to build and sustain peace and deepen partnerships within the United Nations and with non-United Nations entities.

4. A single regional political-operational structure, to be shared by the two new departments, would be responsible for the day-to-day management of all political and operational peace and security activities. As detailed in section IV below, the structure would be headed by three Assistant Secretaries-General with geographically defined regions of responsibility, who would report to; (a) the Under-Secretary-General for Political and Peacebuilding Affairs on the global political mandate of the Department of Political and Peacebuilding Affairs, including on non-mission settings, as well as on special political missions, including special and personal envoys, advisers and representatives of the Secretary-General (thematic cluster I), and regional offices, offices in support of political processes and other missions (thematic cluster III); and (b) to the Under-Secretary-General for Peace Operations on issues related to peacekeeping operations as well as the field-based special political missions under the purview of the Department of Peace Operations. The offices and divisions specializing in specific substantive areas under the responsibility of both departments outside the single regional political-operational structure would provide, as per existing mandates, the required knowledge, expertise and capacities to support a range of political and operational activities across the peace and security pillar, within the United Nations system and, as appropriate, in support of Member States, regional and subregional organizations and other entities.

5. The Under-Secretaries-General of the two departments would work as a team to ensure coherence and a "whole-of-pillar" approach. They would consult closely with each other in providing advice to the Secretary-General and in giving coherent guidance and direction to the Assistant Secretaries-General leading the political-operational structure, particularly in relation to countries and regions where their respective responsibilities are closely interrelated. A Standing Principals' Group of the Under-Secretaries-General of the two departments, together with the Under-Secretary-General of the United Nations Office of Counter-Terrorism, the Under-Secretary-General and High Representative for Disarmament Affairs and other senior officials, under the chairmanship of the Secretary-General, would be established to provide unified leadership for strategic, political and operational responsibilities to facilitate the whole-of-pillar approach and cross-pillar coherence at Headquarters and in the field. The Group would serve as an internal management and coordination forum, which would meet regularly, but would not be part of the institutional structure of the pillar.

6. The establishment of a single regional political-operational structure shared by the two departments through the integration of existing regional capacities and other

adjustments would create possibilities to: strengthen the capacity and the "hinge" role of the Peacebuilding Support Office to provide a more holistic approach to prevention and sustaining peace; increase synergies with other parts of the United Nations system; and draw together the expertise of the United Nations system to facilitate coherent system-wide action. Accordingly, the proposal, within the current level of approved resources for both departments, will remain cost-neutral, as outlined in the report of the Secretary-General (A/72/525, para. 63). The proposed movement of posts on this basis would entail the redistribution of resources within the current appropriation under the approved programme budget for the biennium 2018–2019 and the proposed budget for the support account for peacekeeping operations for the 2018/19 period, effective 1 January 2019. In this regard, the budget implications for both the biennium 2018–2019 and the budget proposal in respect of reorganization under the support account for the 2018/19 financial period are presented in section VIII of the present report.

7. The proposals outlined below would not change the mandates, functions or main funding sources established for the Department of Political Affairs, the Department of Peacekeeping Operations or the Peacebuilding Support Office. The use of the support account for peacekeeping operations and the regular budget will remain unchanged, with the exception of the three support account posts being proposed for transfer to the Support Office to perform tasks that are significantly related to peacekeeping and intended to support the growing emphasis of Member States on the peacebuilding objectives under peacekeeping mandates.

8. Changes proposed under the Secretary-General's management reform proposal are aimed at supporting and enhancing the work of the peace and security pillar by simplifying the existing administrative policy framework and decentralizing and delegating decision-making administrative authority to senior managers, including heads of missions. As indicated in the report of the Secretary-General on shifting the management paradigm in the United Nations (A/72/492), the proposed management reform would allow for the alignment of authority to manage resources with the responsibility for mandate delivery, thereby improving effectiveness by facilitating decision-making closest to the point of delivery and enhancing accountability for results.

II. Relationship of the current proposals to the biennial programme plan, the programme budget for the biennium 2018–2019 and the results-based budgeting framework for the support account for peacekeeping operations

9. The current proposals relate to programme 2, Political affairs, and programme 4, Peacekeeping operations, of the biennial programme plan for the period 2018–2019 (A/71/6/Rev.1). These activities also relate to section 3, Political affairs, and section 5, Peacekeeping operations, of the programme budget for the biennium 2018–2019 (A/72/6 (Sect. 3) and A/72/6 (Sect. 5)). The current proposals also relate to the results-based-budgeting framework set out in the forthcoming report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2018 to 30 June 2019.

10. The proposals set out in the present report do not give rise to any changes in the approved objectives, expected accomplishments, indicators of achievements or outputs related to programme 2, Political affairs, and programme 4, Peacekeeping operations, of the biennial programme plan for the period 2018–2019 (A/71/6/Rev.1) or to section 3, Political affairs, and section 5, Peacekeeping operations, of the

programme budget for the biennium 2018–2019 (A/72/6 (Sect. 3) and A/72/6 (Sect. 5)).

11. The budget proposal included in the support account budget for the 2018/19 financial period is based on the proposal contained in the present report.

12. Modifications required throughout the programmes of the biennial programme plan for the period 2018–2019 (A/71/6/Rev.1) and throughout the sections of the programme budget for the biennium 2018–2019 (A/72/6 (Sect. 3 and 5)) are as follows:

(a) Department of Political Affairs would be replaced by the Department of Political and Peacebuilding Affairs;

(b) Regional divisions under programmes 2 and 4 and under sections 3 and 5 would be replaced by a single regional political-operational structure under the Department of Political and Peacebuilding Affairs and the Department of Peace Operations;

(c) Subprogramme 8, Peacebuilding Support Office under programme 2 and under section 3 would be renumbered as Subprogramme 6, Peacebuilding Support Office, under the Department of Political and Peacebuilding Affairs, and all subsequent subprogrammes would be renumbered accordingly;

(d) Policy Planning and Applications Branch would be replaced by the Peacebuilding Strategy and Partnership Branch;

(e) Department of Peacekeeping Operations would be replaced by the Department of Peace Operations;

(f) Office of Operations would be replaced by a single regional political-operational structure under the Department of Political and Peacebuilding Affairs and the Department of Peace Operations;

(g) Policy and Best Practices Service under the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations would be replaced by the Peace Operations Policy and Best Practices Service;

(h) Public Affairs Section under the Office of the Under-Secretary-General for Peacekeeping Operations would be replaced by the Strategic Communications Section;

(i) Senior Leadership Appointment Section under the Office of the Under-Secretary-General for Field Support would be replaced by the Leadership Support Section.

III. Proposed new structure

A. Department of Political and Peacebuilding Affairs

13. The Secretary-General proposes to establish a Department of Political and Peacebuilding Affairs. The Department would combine the strategic, political and operational responsibilities of the current Department of Political Affairs and the peacebuilding responsibilities of the Peacebuilding Support Office.

14. The Department would have global responsibility for political and peacebuilding issues, and would manage a spectrum of tools and engagements across the conflict continuum to ensure a more holistic approach to conflict prevention and resolution, electoral assistance, peacebuilding and sustaining peace. The mandates

and objectives of the new department would remain as outlined in programme 2 of the biennial programme plan (A/71/6/Rev.1).

15. In line with the Secretary-General's vision on the prevention of conflict, the consolidation of the existing regional divisions of the Department of Political Affairs and the Department of Peacekeeping Operations into a single regional political-operational structure shared by the two departments would strengthen efforts and capacity dedicated to conflict prevention, sustaining peace and peaceful resolution of conflicts. The Department of Political and Peacebuilding Affairs would also provide mediation support and electoral assistance, and would support peacebuilding efforts, in both mission and non-mission settings. To that end, it would deploy a broad range of tools in support of the Secretary-General's good offices, including preventive diplomacy, mediation, peacemaking and peacebuilding efforts. The Department would strengthen the strategic partnerships of the United Nations in areas within its purview with a range of actors.

16. The proposed Department would work in close cooperation with the Department of Peace Operations to provide integrated analysis to the Secretary-General and other senior officials in support of their engagement with Member States and other actors. Through the regional structure, and working with other pillars and entities of the United Nations system, as appropriate, the Department of Political and Peacebuilding Affairs would be responsible for conducting political analysis and early warning for conflict prevention and the development of political strategies, including regional strategies, for issues that come under its purview. It would provide direction, management and support to special political missions, including special and personal envoys, advisers and representatives of the Secretary-General (thematic cluster I), and regional offices, offices in support of political processes and other missions (thematic cluster III), as well as ad hoc fact-finding missions, with the exception of those field-based special political missions under the purview of the Department of Peace Operations. The Department would also be responsible for providing administrative and substantive support to special political missions under thematic cluster II (sanctions monitoring teams, groups and panels and other entities and mechanisms).

17. Through the work of the regional structures, the Department would maximize the use of the network of field presences, including regional offices, as forward platforms for early warning, preventive diplomacy, mediation and other peacemaking efforts. Consistent with the reform of the United Nations development system, it would work closely with country teams and resident coordinators, including through the joint programme of the United Nations Development Programme (UNDP) and the Department of Political Affairs on building national capacities for conflict prevention. To that end, the Department would also utilize the "hinge" role of the Peacebuilding Support Office to facilitate coherence across the United Nations system and to align the peace and security pillar more closely with the development and human rights pillars and humanitarian actors. The Department would convene and co-chair interdepartmental and inter-agency platforms aimed at coordinating the Organization's system-wide regional and country-specific strategies for conflict prevention, peacemaking, peacebuilding and sustaining peace in countries/regions under its purview.

18. The proposed structure of the Department includes the following seven components, in addition to the joint political-operational regional structure and the Office of Coordination and Shared Services, which is to be operated in conjunction with the Department of Peace Operations:

(a) Office of the Under-Secretary-General;

(b) Policy and Mediation Division;

(c) Electoral Assistance Division;

(d) Security Council Affairs Division;

(e) Division for Palestinian Rights;

(f) Decolonization Unit;

(g) Peacebuilding Support Office.

1. Office of the Under-Secretary-General for Political and Peacebuilding Affairs

19. The Office of the Under-Secretary-General would comprise a front office, which would maintain its current functions and responsibilities. The front office would support the Under-Secretary-General in implementing her/his role and responsibilities as outlined in the biennial programme plan for the period 2018–2019 (A/71/6/Rev.1) and relevant resolutions, including oversight of the Peacebuilding Support Office.

20. As the head of the Department, the Under-Secretary General would be responsible for all of its activities, including management and administration. In addition, the Under-Secretary-General would: (a) provide the Secretary-General with advice and support on all political matters in coordination with the Under-Secretary-General for Peace Operations, as necessary; (b) oversee and provide political guidance and instructions to special political missions under the Department's purview, including special and personal envoys, advisers and representatives of the Secretary-General (thematic cluster I) and regional offices, offices in support of political processes and other missions (thematic cluster III); (c) direct and manage, on behalf of the Secretary-General, diplomatic activities relating to the prevention, control and resolution of disputes, including preventive diplomacy, political mediation, peacemaking and post-conflict peacebuilding; (d) act as the United Nations focal point for all matters related to electoral assistance; and (e) direct the provision of substantive support and secretariat services to the Security Council (including on special political missions in thematic cluster II, which includes sanctions monitoring teams, groups and panels, and other entities and mechanisms) and the General Assembly and to relevant subsidiary organs. In close consultation with the Under-Secretary-General of the Department of Peace Operations, the Under-Secretary General would provide direction and strategic guidance to the Assistant Secretaries-General with regional responsibilities on matters under the purview of the Department.

21. Under the overall leadership of the Under-Secretary-General for Political and Peacebuilding Affairs, the Peacebuilding Support Office, which would be led by the Assistant Secretary-General for Peacebuilding Support, would give substantive, strategic and technical support to the work of the Peacebuilding Commission, manage the Secretary-General's Peacebuilding Fund and foster collaboration among entities of the United Nations system and with relevant partners to promote the coherence of peacebuilding efforts, in accordance with General Assembly resolutions 60/180 and 70/262 and Security Council resolutions 1645 (2005) and 2282 (2016). The Security Council Affairs Division, the Division for Palestinian Rights, the Decolonization Unit, the Electoral Assistance Division and the Policy and Mediation Division would report directly to the Under-Secretary-General. Their mandates, roles and responsibilities would remain as previously approved by legislative bodies in the biennial programme plan (A/71/6/Rev.1). They would also provide services to and work closely with all entities of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations, particularly the regional structure, as well as the wider United Nations system, in accordance with their respective mandates and competence.

2. Policy and Mediation Division

22. The Policy and Mediation Division would remain responsible for the development of policy, guidance and learning tools for conflict prevention and preventive diplomacy, as well as for the provision of mediation support and advice. It would serve as the focal point on cross-cutting challenges to peace and security for the Department of Political and Peacebuilding Affairs, and would assist in the formulation of policy advice and strategy in relevant areas. It would also have responsibility for institutional learning, supporting knowledge management and the development of guidance on matters under the Department's purview, in close collaboration with system-wide partners. It would serve as the lead entity for the provision of mediation support to the entities of the United Nations system, Member States, regional and subregional organizations and other actors regarding all aspects related to mediation processes. The Division would also provide substantive and administrative support to the Secretary-General's High-level Advisory Board on Mediation. The Gender, Peace and Security Team would remain responsible for the development of policy and the provision of substantive and technical support on issues related to gender and to women and peace and security, in close coordination with the Gender Team in the Department of Peace Operations, to ensure a holistic approach to these issues through their distinct mandates.

3. Electoral Assistance Division

23. The Electoral Assistance Division would continue to advise and assist the Under-Secretary-General for Political and Peacebuilding Affairs in her/his capacity as the General Assembly-mandated United Nations Focal Point for Electoral Assistance Activities. The Division would support the work of the Focal Point through coordination activities within the United Nations system, with a view to ensuring coherence and consistency in responding to requests from Member States for electoral assistance. This would entail providing strategic advice to the Focal Point and others on the organization and conduct of electoral assistance, as requested by Member States or mandated by the General Assembly or Security Council, as well as serving as repository of technical expertise on electoral assistance for the Organization. In coordination with all relevant actors, the Division would undertake electoral needs assessments, recommend strategic responses to the Focal Point, develop internal electoral assistance policy and continue to enhance partnerships and the exchange of expertise with other organizations on electoral matters. The Division would also continue to manage the United Nations roster of electoral experts to be used by the United Nations system.

4. Security Council Affairs Division

24. The Security Council Affairs Division would continue to provide advice and substantive services to the Security Council, its subsidiary organs and the Military Staff Committee, including: (a) the timely issuance of parliamentary documentation and communications; (b) the effective coordination of meetings; (c) the provision of guidance to the Council, its subsidiary bodies and the wider United Nations membership, in accordance with the Charter of the United Nations, the Council's provisional rules of procedure and its decisions and past practice; (d) advice and support to expert monitoring groups and panels and to all relevant subsidiary organs of the Security Council; (e) planning and organization of missions by members of the Council and the chairs of its subsidiary organs; (f) research and analysis, as well as advice regarding the design, implementation, effectiveness and impact of mandatory measures or targeted sanctions imposed by the Council; and (g) familiarization sessions for new members of the Council on the procedures, practices and working methods of the Council and its subsidiary organs. It would also provide advice and

support to entities of the United Nations system on issues related to their respective mandates on agenda items of which the Council is seized.

5. Decolonization Unit

25. The Decolonization Unit would continue to provide advice and substantive support to the Special Committee on the Situation regarding the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples, as well as to other relevant intergovernmental bodies. It will support the work of those bodies in their examination of the political, economic and social developments in all Non-Self-Governing Territories and their investigation into ways to implement the Declaration in accordance with the Charter and relevant resolutions of the General Assembly. The Unit would also continue to provide advice to the entities of the United Nations system on issues related to decolonization.

6. Division for Palestinian Rights

26. The Division would continue to provide support to the Committee on the Exercise of the Inalienable Rights of the Palestinian People in its deliberations and the implementation of its annual programmes of work. Under the guidance of the Committee, the Division would develop and update informational materials and resources on the question of Palestine.

7. Peacebuilding Support Office

27. As outlined in the Secretary-General's report on restructuring the peace and security pillar (A/72/525), the components of the current Peacebuilding Support Office would be revitalized, as called for by the General Assembly in its resolution 70/262 and by the Security Council in its resolution 2282 (2016), in order to: provide a more holistic approach to prevention and sustaining peace; increase synergies with other parts of the United Nations system; provide strategic advice to the Secretary-General; draw together the expertise of the United Nations system to facilitate coherent system-wide action; and support partnerships for sustaining peace. To that end, the components of the Peacebuilding Support Office would, within the framework of the Department of Political and Peacebuilding Affairs and under the overall leadership of the Under-Secretary-General for Political and Peacebuilding Affairs, remain integrated. The Office would be headed by the Assistant Secretary-General for Peacebuilding Support.

28. The organizational structure of the Peacebuilding Support Office would remain as outlined in the programme budget for the biennium 2018–2019 (see A/72/6 (Sect. 3)), chap A, sect. D). As a major step towards its revitalization, six Professional posts and one General Service post would be reassigned or redeployed from other parts of the peace and security pillar to the Support Office. In recognition of the growing number of instances in which the Security Council has expressed its intention to draw on the advice of the Peacebuilding Commission in settings where peacekeeping missions are deployed (as conveyed by the General Assembly in its resolution 70/262 and by the Security Council in its resolution 2282 (2016), as well as in the statement by the President of the Council of 21 December 2017 (S/PRST/2017/27)), as well as the fact that, since the inception of the Peacebuilding Fund in 2006, more than 40 per cent its funds have been invested in countries where such missions have been deployed, and in consideration of the role of the Peacebuilding Support Office as a pillar-wide asset and facilitator, it is envisaged that a number of positions would be financed from the support account for peacekeeping operations, as outlined below.

8. Office of the Assistant Secretary-General for Peacebuilding

29. The Assistant Secretary-General for Peacebuilding would have increased substantive and representational responsibilities as a result of the emphasis placed on the revitalization of the Peacebuilding Support Office by both the General Assembly and the Security Council in their twin resolutions on the review of the peacebuilding architecture (Assembly resolution 70/262, para. 15, and Council resolution 2282 (2016), para. 15) and the functions envisaged for the Support Office in the report of the Secretary-General (A/72/525), including her/his continued participation in the Executive Committee. Those responsibilities would include: (a) promoting and supporting peacebuilding and sustaining peace as a pillar-wide approach at all stages of conflict; (b) facilitating peacebuilding and sustaining peace by leveraging coherent system-wide action in support of the planning and conduct of peace operations; (c) assisting with intergovernmental coherence in support of the successful transition of peacekeeping mandates; and (d) helping to ensure the prioritization of peacebuilding objectives in support of national priorities in the peacekeeping context. Those responsibilities require more synergistic linkages between peacebuilding priorities and peacekeeping mandates, necessitating a dedicated capacity in the office of the Assistant Secretary-General, where, thus far, there has been a significant gap.

30. In order to support the role of the Assistant Secretary-General in this respect, it is proposed to redeploy one Associate Political Affairs Officer (P-2), funded under the support account, from the Asia, Middle East, Europe and Latin America Division of the Department of Peacekeeping Operations to the office of the Assistant Secretary-General (existing complement of posts: 1 Assistant Secretary-General, 1 D-2, 1 P-5, 1 P-4 and 1 General Service (Other level)). The Associate Political Affairs Officer would provide substantive support for the interaction of the Assistant Secretary-General with peacekeeping missions, including through the shared political-operational structure, with relevant Member States and parts of the United Nations system, as well as with partners, including international financial institutions and regional and subregional organizations working with peacekeeping missions. The Associate Political Affairs Officer would support the participation of the Assistant Secretary-General in the work of the coordination mechanisms of the United Nations Development Group and the joint steering committee to advance humanitarian and development collaboration, thus helping to ensure that peacebuilding and peacekeeping perspectives are reflected in both their deliberations and decisions. The Associate Political Affairs Officer would also help reinforce the ability of the front office to assist in the preparation of materials for the use of the Secretary-General and other senior officials on relevant peacebuilding matters, particularly those pertaining to peacekeeping settings, including through the political-operational structure. This redeployment would thus contribute to synergistic and coherent engagement by the Assistant Secretary-General and the Peacebuilding Support Office in support of country-led efforts and peacekeeping mission mandates to build and sustain peace. In view of the above, it is proposed that the post be financed from the peacekeeping support account.

31. Taking into account the increased responsibilities of the Assistant Secretary-General, in particular her/his responsibility to facilitate coherent system-wide action, it is also proposed to redeploy one Assistant (General Service (Other level)) from the Africa II Division of the Department of Political Affairs to the front office of the Assistant Secretary-General to reinforce capacity to manage the flow of documentation from various parts of the United Nations system, to prepare materials for relevant meetings, and to ensure adequate record-keeping and filing, a function thus far largely carried out by the Personal Assistant to the Assistant Secretary-General. The Assistant would also provide overall staff support to the Peacebuilding

Support Office and act as back-up for the Personal Assistant and other assistants during absences.

9. Peacebuilding Commission Support Branch

32. The Peacebuilding Commission Support Branch (existing complement of regular budget posts: 2 P-5, 2 P-4, 1 P-3 and 1 General Service (Other level)) would continue to be responsible for providing strategic, substantive, technical and logistical support to the Peacebuilding Commission. In view of the centrality of this mandate, with its particular emphasis on supporting the Commission in carrying out its responsibilities, and taking into account the proposal to establish a single Executive Office for the Department of Political and Peacebuilding Affairs and the Department of Peace Operations (see para. 112 below), it is proposed to reassign the current D-1 post of Executive Officer in the Department of Political Affairs, financed from the regular budget, as a Principal Political Affairs Officer to lead the Peacebuilding Commission Support Branch. This would ensure dedicated senior-level support, strategic-level advice and more coherent coordination of support to the increasingly active Peacebuilding Commission, with the same level of leadership (D-1) as the Peacebuilding Partnerships and Strategy Branch (the current Policy, Planning and Application Branch) and the Financing for Peacebuilding Branch of the Peacebuilding Support Office. As part of the core function of overseeing the provision of effective support to the Peacebuilding Commission, the incumbent of the D-1 post would facilitate close collaboration with the single regional political-operational structure to ensure that the Commission benefits from shared regional analyses and strategies and links to entities working in the field.

33. In addition, it is proposed to redeploy one Political Affairs Officer (P-4) funded under the support account from the Somalia Coordination and Planning Team of the Department of Peacekeeping Operations to the Peacebuilding Support Office. The Political Affairs Officer would: provide strategic advice and assistance to the Peacebuilding Commission and the Peacebuilding Fund in their work in support of countries hosting peacekeeping operations; contribute to the delivery of peacebuilding components of peacekeeping mission mandates; and focus primarily on the increasing number of contexts where the Security Council has requested the specific support of the Peacebuilding Commission in order to provide strategic advice and foster a coherent, coordinated and integrated approach to peacebuilding and sustaining peace, including as objectives of peacekeeping, as well as to support country-led peacebuilding efforts in these contexts (including, for example, in the Central African Republic, the Great Lakes region, the Sahel and West Africa). The Political Affairs Officer would also act as a facilitator to help connect the Peacebuilding Commission and the Peacebuilding Fund with the work of the single regional political-operational structure charged with analysis and strategy development on country and regional settings, as well as with other relevant parts of Department of Political and Peacebuilding Affairs and the Department of Peace Operations, including the Office of the Rule of Law and Security Institutions. This redeployment would help ensure synergistic and coherent engagement in support of country-led efforts and peacekeeping mission mandates to build and sustain peace, in line with the twin resolutions of the General Assembly and the Security Council on the review of the United Nations peacebuilding architecture (Assembly resolution 70/262 and Council resolution 2282 (2016)) and the statement by the President of the Security Council (S/PRST/2017/17). It is proposed that this post continue to be financed from the support account.

10. Peacebuilding Strategy and Partnership Branch (former Policy, Planning and Application Branch)

34. The Policy, Planning and Application Branch (existing complement of posts: 1 D-1, 1 P-4 and 1 General Service (Other level)) would be renamed the Peacebuilding Strategy and Partnerships Branch to reflect its core focus on peacebuilding strategy and partnerships. Building on its current functions, the Branch would take the lead within Peacebuilding Support Office in facilitating coherent system-wide action, as described by the Secretary-General in his report as the "hinge" role, to connect the peace and security pillar with the development system and humanitarian actors and with the human rights pillar. This would involve a considerable workload going well beyond the capacity of the established complement of posts and additional capacities previously made available to the Support Office through secondments from funds, agencies and programmes. The continuity of such seconded posts in the biennium 2018–2019 and beyond has not been confirmed.

35. Since the 2008 joint declaration on post-crisis assessments and recovery planning, the European Union, the World Bank Group and the United Nations have worked together to assist Governments in planning for recovery after a disaster or a conflict and in order to prevent further crises. In paragraph 20 of their twin resolutions on the review of the peacebuilding architecture, the General Assembly and the Security Council underscored the areas in which the partnership between the United Nations and the World Bank in conflict-affected countries should be continued and further strengthened. Successful and consistent delivery in those areas requires dedicated capacity within the Peacebuilding Support Office, where support for the partnership has become a regular function, but which has thus far been provided through seconded personnel.

36. In recognition of the growing importance of the partnership with the World Bank, the European Union as well as other partnerships of similar nature, and the joint efforts to assist Governments, it is proposed to redeploy one Senior Political Affairs Officer (P-5), funded through the programme budget of the Africa II Division of the Department of Political Affairs, to the Peacebuilding Support Office to ensure that the support to these important partnerships is provided through a secure core capacity within the Office. This post would take on the functions of the capacity previously made available through seconded personnel, reflecting the regular nature and significance of this role.

37. In order to enable the Peacebuilding Strategy and Partnership Branch to adequately fulfil its role in facilitating coherent system-wide action on matters pertaining to peacebuilding and sustaining peace, one Political Affairs Officer (P-4) funded from extrabudgetary resources would be redeployed from the Policy Planning Unit of the Policy and Mediation Division of the Department of Political Affairs to the Peacebuilding Support Office.

38. A Coordination Officer (P-4) funded from the support account would be redeployed to the Peacebuilding Strategy and Partnerships Branch from the Partnerships Team in the Division for Policy, Evaluation and Training of the Department of Peacekeeping Operations. As in the case of her/his current assignment, the Coordination Officer would contribute to the review and analysis of current and emerging issues and trends related to peacebuilding and sustaining peace, particularly in contexts where peacekeeping operations are deployed, reflecting ongoing efforts to enhance system-wide coherence, analysis and planning, particularly in the context of a transition from a peacekeeping mission to another kind forms of United Nations presence, as was recently the case with the United Nations Mission in Liberia (UNMIL) (see Security Council resolution 2333 (2016)). It is anticipated that this will be the case in a number of other settings where peacebuilding and sustaining peace

will be important principles for consideration. Since this role will include facilitating relevant partnership efforts with actors such as the international financial institutions, including the World Bank, women's and youth organizations, civil society, academia, think tanks and other relevant stakeholders, it is deemed appropriate, under the restructuring, to move this position from the Division for Policy, Evaluation and Training to the Peacebuilding Strategy and Partnerships Branch. Maintaining her/his existing focus from within the Peacebuilding Support Office, the Coordination Officer would also help ensure that key peacebuilding priorities are aligned with relevant policy agendas and reform initiatives at the United Nations. Building on these functions, the Coordination Officer would lend support to peace operations, the Peacebuilding Commission and the Peacebuilding Fund by drawing on expertise across the United Nations system to facilitate coherent, system-wide action and identify, support and develop partnerships for sustaining peace, with a particular focus on those countries and regions where major peacekeeping operations are deployed and the Peacebuilding Commission and Peacebuilding Fund are also active. This post would continue to be financed from the peacekeeping support account.

39. Despite the envisaged strengthening of the Branch, in the light of its significantly augmented responsibilities, the Branch would continue to seek secondment arrangements with funds, agencies and programmes in order to fulfil its role. This is particularly the case with regard to gender-responsive peacebuilding and the growing agenda of youth, peace and security, in line with Security Council resolution 2250 (2015).

11. Financing for Peacebuilding Branch

40. The Financing for Peacebuilding Branch (existing complement of posts entirely funded by extrabudgetary resources: 1 D-1, 2 P-5, 2 P-4, 1 P-3 and 2 General Service (Other level), in addition to two P-5 posts provided through non-reimbursable secondments by other United Nations system organizations) would remain responsible for the overall strategic management of the Peacebuilding Fund, guided by the Fund's terms of reference as noted by the General Assembly in its resolution 63/282. As outlined in the report of the Secretary-General on the restructuring of the United Nations peace and security pillar (A/72/525), the terms of reference would remain unchanged, and a functional linkage would be maintained with the Executive Office of the Secretary-General. Decision-making on the utilization of the resources of the Peacebuilding Fund would remain the responsibility of the Assistant Secretary-General for Peacebuilding Support under the existing arrangements to help ensure the continued cross-pillar nature of the Fund. As noted in the report of the Secretary-General, the Peacebuilding Fund would also assume a strategic resource mobilization role with a view to ensuring predictable and sustained financing for peacebuilding (A/72/525, para. 24). While the Branch would continue to rely on extrabudgetary resources to carry out its work, it is proposed that it would also be supported through the redeployment of a Political Affairs Officer (P-4) to the Peacebuilding Commission Support Branch to promote the linkage of the activities of the Fund with those of the Peacebuilding Commission, as requested by the countries concerned, particularly those hosting peacekeeping operations.

41. With the proposed changes to revitalize and strengthen the Peacebuilding Support Office, it would comprise a total of 29 posts, including 17 funded from the programme budget (1 Assistant Secretary-General, 1 D-2, 2 D-1, 4 P-5, 4 P-4, 1 P-3, 4 General Service (Other level)), three funded from the support account (2 P-4, 1 P-2) and nine funded from extrabudgetary resources (1 D-1, 2 P-5, 3 P-4, 1 P-3, 2 General Service (Other level)). This reflects an overall increase of seven posts compared to the existing resources for the biennium 2018–2019 (14 posts from the regular budget and 8 posts funded from extrabudgetary resources). In addition, two

P-5 posts may be provided to the Office through non-reimbursable secondments from organizations of the United Nations system, and it may rely on other seconded capacities, as available.

B. Department of Peace Operations

42. The Secretary-General proposes to establish a Department of Peace Operations. The Department of Peace Operations, which would assume the current mandates, roles and responsibilities of the Department of Peacekeeping Operations, would also assume the mandates, roles and responsibilities for those field-based special political missions placed under its purview. In this regard, the Secretary-General intends, in the context of the configuration as it currently stands, to place UNAMA and UNAMI under the purview of the new Department.

43. The Department would serve as an integrated "centre of excellence" for United Nations peace operations, responsible for preventing, responding to and managing conflict and sustaining peace in countries where mandated peace operations under its purview are deployed. This includes: facilitating and implementing political agreements; providing integrated strategic, political, operational and management advice, direction and support to peace operations; developing political, security and integrated strategies; leading integrated analysis and planning of peace operations; and backstopping those operations, in coordination with the Department of Political and Peacebuilding Affairs and other Secretariat and United Nations system partners. Where mandated, the Department would support other United Nations entities, missions/operations and external partners. The Department would enhance partnerships with regional organizations and other stakeholders in support of the mandates and strategies of the Department and United Nations missions under its purview.

44. The Department would work in close cooperation with the Department of Political and Peacebuilding Activities to provide political strategies for areas under its purview, notably through the single regional political-operational structure, and would provide integrated advice, analysis and support to the Secretary-General and other senior officials, including in their engagement with Member States and other actors. The specialized capacities of the Department would provide services to both departments, working primarily through the regional structure, as well as to the wider Secretariat and United Nations funds, agencies and programmes, in accordance with their respective mandates. The Department would convene and co-chair relevant interdepartmental and inter-agency platforms aimed at coordinating United Nations-system wide strategies for countries and regions, as well as for issues under its purview.

45. The proposed structure of the Department of Peace Operations would comprise the following four components, in addition to the single regional political-operational structure and the Office of the Director of Coordination and Shared Services, which is to be shared with the Department of Political and Peacebuilding Affairs:

(a) Office of the Under-Secretary-General for Peace Operations;

(b) Office of Military Affairs;

(c) Office of Rule of Law and Security Institutions;

(d) Policy, Evaluation and Training Division.

1. Office of the Under-Secretary-General for Peace Operations

46. The roles and responsibilities of the Under-Secretary-General for Peacekeeping Operations, including those for field-based special political missions to be placed under the purview of the new Department, would apply to the Under-Secretary-General for Peace Operations.

47. In addition to serving as the head of the Department, the Under-Secretary-General would: (a) advise and support the Secretary-General on all strategic, political and operational matters under its purview, in coordination with the Under-Secretary-General of the Department of Political and Peacebuilding Affairs, as necessary;(b) provide policy direction and integrated strategic, political, operational and managerial oversight and guidance to the Department and to the peace operations under its purview; and (c) oversee and provide direction and strategic guidance to the Assistant Secretaries-General for Military Affairs and Rule of Law and Security Institutions, the Director of the Division for Policy, Evaluation and Training, the Director of the Office for Peacekeeping Strategic Partnership and the Assistant Secretaries-General overseeing the single regional political-operational structure on issues pertaining to peacekeeping operations and field-based special political missions under the responsibility of the Department.

48. The Office would comprise a front office, including a Gender Unit (1 P-5, 1 P-4, 1 P-3 and 1 GS (OL)) to be transferred from the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations, which would work closely with the Gender, Peace and Security Team in the Department of Political and Peacebuilding Affairs to ensure a holistic approach to women and peace and security issues through their distinct mandates. The Office for the Peacekeeping Strategic Partnership would continue to implement its responsibilities further to General Assembly resolution 67/287, while the functions currently performed by the Integrated Assessment and Planning Unit and related posts in the Office of Operations (1 P-5, 1 P-4 and 1 General Service (Other level)) would be transferred to the Office of the Under-Secretary-General. Six posts (3 P-5 and 3 P-4) of the current seven officers of the Department of Field Support supporting the Integrated Operational Teams of the Office of Operations would be relocated to the Office of the Under-Secretary-General, and would continue, in a flexible manner, to provide the necessary support to the Integrated Operational Teams for peacekeeping operations in the regional structure as a support capacity from the Department of Operational Support. While located in the Office of the Under-Secretary-General of the Department of Peace Operations, these support officers would be budgeted under the Department of Operational Support as a whole. Other specialized expertise as outlined in paragraph 56 below would be embedded in the divisions of the regional structure.

2. Office of Military Affairs

49. The responsibilities of the Office of Military Affairs and the Military Adviser as currently mandated within the Department of Peacekeeping Operations would continue within the Department of Peace Operations. The Office would provide military advice to the Under-Secretary-General for Peace Operations and, as required, to the Under-Secretary-General for Political and Peacebuilding Affairs, the Department of Operational Support, the Department of Management Strategy, Policy and Compliance, the Secretary-General and the Security Council. The Office of Military Affairs would embed military officers in the Integrated Operational Teams within the backstopping peacekeeping operations of the regional structure. The Office would also support entities within the Department of Peace Operations, the Department of Operational Support, peace operations with military components led

by the Department of Peace Operations and missions with military-related functions led by the Department of Political and Peacebuilding Affairs.

3. Office of Rule of Law and Security Institutions

50. The Office of the Rule of Law and Security Institutions, comprising the Police Division, the Justice and Corrections Service, the Disarmament, Demobilization and Reintegration Section, the Security Sector Reform Unit and the Mine Action Service, would continue to serve as a system-wide service provider for mission and non-mission settings. It would help implement the Secretary-General's vision for preventing violent conflict and sustaining peace by contributing, as appropriate, to mediation efforts and peace processes and by supporting countries in areas such as: disarmament, demobilization and reintegration processes and community violence reduction initiatives; reducing the threat posed by explosive hazards; and strengthening professional, accountable and legitimate rule of law and security institutions that provide space for political dialogue and ensure accountability for major crimes that can fuel conflict. United Nations Police would play an increased role in sustaining peace by helping Governments to maintain law and order and protect civilians, build police capacity and fight organized crime. The Office would work closely with the Department of Political and Peacebuilding Affairs, particularly the Peacebuilding Support Office, and in particular through the regional structure, including by embedding specialists: (a) in the Integrated Operational Teams for peacekeeping operations; (b) with relevant offices in the Department of Peace Operations, the Department of Operational Support and Department of Management Strategy, Policy and Compliance; and (c) with other United Nations entities, including through inter-agency arrangements such as the Global Focal Point for Police, Justice and Corrections.

4. Policy, Evaluation and Training Division

51. The Policy, Evaluation and Training Division, working, as appropriate, with the Department of Political and Peacebuilding Affairs, the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, would comprise the Evaluation Team, the renamed Peace Operations Policy and Best Practices Service and the Integrated Training Service. It would continue to provide institutional, cross-cutting capacity to strengthen peace operations, including through: (a) doctrine, policies and guidance; (b) forward-looking policy research and advice to United Nations leadership; (c) capturing of best practices; (d) setting of training standards; (e) institutional planning; (f) evaluating mandate implementation, including to improve performance; and (g) promoting strategic cooperation with key internal and external actors. The Division would also be responsible, jointly with Office of Military Affairs, for strategic force generation The Division's training service would be a service provider to Member States, the Department of Peace Operations, the Department of Political and Peacebuilding Affairs, peace operations and other field presences. In addition to conducting training evaluations and needs assessments, the Division would ensure cross-cutting, integrated training support and coherence within the pillar. The doctrine, policy, learning and training components of the Department of Peace Operations will form an element of the connective tissue to ensure that the operational and support elements of peace operations remain aligned. This approach is an effective use of existing resources to ensure that operational policy developments, evaluations and training needs assessments for peace operations are transformed into cross-cutting policies and training to support the field-focused activities of the Department of Peace Operations, the Department of Political and Peacebuilding Affairs and the Department of Operational Support, thus ensuring that peace operations are able to evolve in a dynamic fashion to meet emerging needs. It would also contribute to cross-pillar coherence and ensure that diverse personnel,

once deployed to the field, are able to operate together in the integrated manner demanded of them as members of United Nations peace operations.

IV. Single regional political-operational structure

52. As noted in the report of the Secretary-General (A/72/525), it is proposed to combine the current regional divisions of the Department of Political Affairs and the Office of Operations of the Department of Peacekeeping Operations into a single regional political-operational structure (regional structure) that would be shared by the proposed Department of Political and Peacebuilding Affairs and the Department of Peace Operations. The establishment of such a regional structure is at the core of the restructuring efforts aimed at integrating the political and operational responsibilities currently residing in two different departments and at developing a holistic peace and security pillar instead of silos and separations. It aims to give concrete expression to the Secretary-General's vision of reinforcing the primacy of politics across the entire range of political and operational engagements on peace and security issues. This reorganization would enhance coherence and institutional continuity in supporting a specific country or region, regardless of the nature of engagement or field presence.

53. The regional structure would be the primary medium for the delivery of the Secretariat's efforts to prevent conflict, sustain peace, manage peace operations and develop and implement regional political strategies. This would require its close collaboration with the other components of the peace and security pillar, as well as the development and human rights pillars of the United Nations and humanitarian actors, with due regard to the respective mandates and responsibilities of the different pillars and entities.

54. The regional structure, which would be led by three Assistant Secretaries-General with distinct regional geographic responsibilities, would consist of regional divisions combining the capacities currently found in the Department of Political Affairs and the Department of Peacekeeping Operations. The regional structure would serve as a single point of entry at Headquarters for all peace and security presences in the field, providing them with coordinated and consolidated political and operational guidance and support.

55. The regional structure would further: enable improved regional analysis, strategies and responses by consolidating regional expertise under a single leadership for a given region; facilitate early warning and the activation of a variety of preventive measures and crisis responses; and strengthen the coherence and integration of political and operational mandates and engagements. This would enhance the focus on preventive efforts, while managing current conflicts, and would ensure continuity by facilitating smoother, more coherent and effective transitions between various forms of United Nations engagement and presences.

56. The Integrated Operational Team concept would be retained for backstopping peacekeeping operations, as appropriate, bringing together political, military, police, rule of law, support and other relevant capacities.

57. The regional structure would also simplify and facilitate the engagement of Member States, regional organizations and other partners with Secretariat interlocutors on the range of peace and security issues related to a particular country or region by providing a single point of entry, thus enhancing the coherence of the United Nations engagement and support. This would strengthen cooperation with regional and subregional organizations, among other partners, and would facilitate

greater and more coherent engagement with, and in support of, United Nations legislative bodies, Member States and other stakeholders.

A. Roles, responsibilities and reporting lines of the Assistant Secretaries-General of the single regional political-operational structure

58. The regional structure would be headed by three Assistant Secretaries-General covering:

(a) Africa;

(b) Europe, Central Asia and Americas;

(c) Middle East, Asia and the Pacific.

59. Under the overall guidance and supervision of the Under-Secretaries-General for Political and Peacebuilding Affairs and for Peace Operations, in accordance with their respective mandates and responsibilities as described above, the three Assistant Secretaries-General would be responsible for the day-to-day management of the entire range of political and operational engagements on peace and security issues. This would include the provision of integrated strategic, political and operational analysis and advice on conflict prevention and sustaining peace, including crisis monitoring and response, to the Under-Secretaries-General and, through them, to the Secretary-General.

60. The Assistant-Secretaries-General would provide leadership and direction for the work of the pillar in the areas of early warning, preventive diplomacy and mediation, as well as in the management and direction of political engagements and field presences ranging from regional offices to special political missions, peacekeeping operations and, as required, the work of the Resident Coordinators. This would include the provision of situation-specific guidance on policy, political and operational issues to Special Representatives and other senior officials appointed by the Secretary-General. Working closely with the Assistant Secretary-General for Peacebuilding Support, they would ensure the integration of strategies for peacebuilding and sustaining peace in the work of the regional structure.

61. In addition, the Assistant Secretaries-General would serve as the key interface with individual Member States, United Nations governing and legislative bodies and their subsidiary organs on all political and operational peace and security issues. They would also liaise, inter alia, with international, regional and subregional organizations, international financial organizations, civil society organizations, women's groups, youth groups and the private sector, taking into account national priorities and in accordance with relevant mandates.

62. The Assistant Secretaries-General would oversee the development of integrated regional and country-specific strategies, in coordination with United Nations field presences and relevant United Nations and non-United Nations partners, and would ensure that the regional dimensions of conflict and the regional strategies inform mission-specific strategies and solutions.

63. The Assistant Secretaries-General would collaborate closely with their fellow Assistant Secretaries-General in the peace and security pillar and in the management/support pillar. They would enhance coherence within the peace and security pillar and, as appropriate, with the development and human rights pillars in ensuring the United Nations response to peace and security challenges. The Assistant Secretaries-General would lead the planning for new peace and security field presences and the transitions of existing ones.

B. Regional divisions

64. The Secretary-General proposes the establishment of seven regional divisions, under the responsibility of the regional Assistant Secretaries-General, to be led by directors at the D-2 level. The divisions would have responsibility for the broad spectrum of United Nations work in early warning, prevention of conflict, peacebuilding, mediation, sustaining peace and peace operations in designated subregions or geographical areas. The directors would report directly to the Assistant Secretaries-General on their respective portfolios.

65. Directors would lead and oversee the day-to-day work of the divisions related to the countries and field presences under their purview, while also ensuring complementarity and coherence with other divisions and within their divisions. They would ensure that the analysis and advice they provide to senior officials and to the Secretary-General, as well as the guidance and support their divisions channel to the field, take into account existing regional and subregional strategies and mechanisms. Each director would engage Member States and other stakeholders and enhance partnerships with regional and subregional organizations and other partners.

66. The regional divisions would have a broad range of responsibilities, which would include: monitoring and analysing geopolitical trends and other cross-cutting peace and security issues; providing timely and accurate political and operational analysis and advice to the Secretary-General and other senior officials through their respective Assistant Secretaries-General and the appropriate Under-Secretary-General; leading the development of integrated regional and country-specific conflict analyses, strategies, plans and initiatives, including for conflict prevention, conflict management and responses to potential and emerging crises; backstopping peace operations on the full range of issues they require, in collaboration with the proposed Department of Operational Support; carrying out preventive diplomacy missions or participating in those of the Secretary-General or of his Envoys; leading assessment, fact-finding and other missions, including to areas of actual or potential conflict where the Secretary-General's efforts may be needed or are already deployed; providing consistent technical, logistical and substantive support, as relevant, to the activities of the Peacebuilding Commission and the Peacebuilding Fund, in close conjunction with the Peacebuilding Support Office; liaising with Member States, regional organizations and legislative bodies; and supporting various entities and coordinating bodies of the United Nations system. As necessary and appropriate, a variety of specialized expertise would be embedded within the divisions to provide support to peacekeeping operations with regard to issues in military, police, rule of law and other areas.

67. The regional divisions, working closely with the Peacebuilding Support Office and other relevant parts of the pillar, would also provide, as appropriate, political advice on conflict prevention and resolution to United Nations country teams, agencies funds and programmes, as well as to system-wide service providers, with a view to ensuring a more coherent and integrated response by the United Nations system to potential and emerging crises, addressing post-conflict peacebuilding and sustaining peace challenges.

68. The Under-Secretaries-General and the Assistant Secretaries-General would ensure that crisis management and operational exigencies in the backstopping of peace operations do not overwhelm or draw capacities and resources away from work on conflict prevention and mediation. Sufficient space, capacities and resources would be ensured for preventive diplomacy and other preventive activities, including peacebuilding. Staff would therefore be allowed to dedicate more time to political analysis, devising strategies and designing political processes as core functions of

conflict prevention, while also ensuring that peace operations continue to receive integrated political and operational guidance and support.

69. The front offices of the three Assistant Secretaries-General would be staffed by the staff currently in the front offices of the Assistant Secretaries-General in the Department of Political Affairs as well as those in the front office of the Assistant Secretary-General for Operations in the Department of Peacekeeping Operations. The African Union Peace Support Team of the Department of Peacekeeping Operations and the African Union Support Team in the Department of Political Affairs, currently placed under the Assistant Secretaries-General for Operations and Africa, respectively, would be merged under the office of the new Assistant Secretary-General for Africa.

C. Assistant Secretary-General for Africa

70. The Assistant Secretary-General for Africa would oversee three divisions covering the following areas:

(a) West and Central Africa;

(b) North Africa and the Horn of Africa;

(c) Southern Africa and Great Lakes.

71. The three divisions, covering 54 countries, would undertake all the current mandated tasks and functions carried out by the four existing Africa Divisions in the Department of Political Affairs and the Office of Operations of the Department of Peacekeeping Operations. This would include the provision of strategic, political and operational guidance and support to 10 special political missions and 7 peacekeeping operations.

72. The Assistant Secretary-General for Africa would also oversee the strategic, political and operational backstopping for the United Nations Office to the African Union (UNOAU), and would be responsible for the oversight and support to the United Nations-African Union Framework for Enhanced Partnership in Peace and Security. The support functions of UNOAU would be overseen by the future Department of Operational Support.

73. Given the investment of the international community, including through the United Nations, in support of African efforts to promote peace and security on the continent, and the broad spectrum of engagements to be covered, including field presences and peace operations, the front office of the Assistant Secretary-General for Africa would require a strong management capacity to ensure the effective oversight of regional divisions and to provide political and operational guidance to the various types of United Nations engagements in the region, in both mission and non-mission settings. The Office of the Assistant Secretary-General would comprise a total of 12 posts, including: (a) three posts under section 3 (1 P-4 and 2 General Service (Other level)) and three posts under section 5 (1 Assistant Secretary-General, 1 P-5 and 1 General Service (Other level)) funded from the programme budget; (b) four posts (1 P-5, 1 P-4, 1 P-3 and 1 General Service (Other level)) funded from the support account; and (c) two posts (1 P-5 and 1 P-3) funded from extrabudgetary resources.

1. West and Central Africa Division

74. The West and Central Africa Division would be responsible for the following 23 countries: Benin, Burkina Faso, Cabo Verde, Cameroon, the Central African Republic, Chad, the Congo, Côte d'Ivoire, Equatorial Guinea, Gabon, the Gambia,

Ghana, Guinea, Guinea-Bissau, Liberia, the Niger, Nigeria, Mali, Mauritania, Senegal, Sierra Leone, Sao Tome and Principe and Togo.

75. The Division would provide political and operational backstopping support (including advice and direction) to two regional offices, which are at the heart of the Secretary-General's good offices in West and Central Africa, and would provide a platform for preventive diplomacy, namely the United Nations Office for West Africa and the Sahel (UNOWAS) and the United Nations Regional Office for Central Africa. It would also be responsible for the United Nations support for the Cameroon-Nigeria Mixed Commission, the United Nations Integrated Peacebuilding Office in Guinea-Bissau, the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, and the United Nations Multidimensional Integrated Stabilization Mission for Mali.

76. The Division would be responsible for maintaining relations and partnerships with regional, subregional and intergovernmental organizations in West and Central Africa, namely the Economic Community of Central African States, the Central African Economic and Monetary Community, the Economic Community of West African States, the Group of Five for the Sahel, the Mano River Union, the West African Economic and Monetary Union, the International Organization of the Francophonie, the Gulf of Guinea Commission, the Regional Coordination Centre for Maritime Security in Central Africa, the Regional Centre for Maritime Security in West Africa, the Community of Portuguese-speaking Countries, the Lake Chad Basin Commission and other partners, as appropriate.

77. The Division would also cover regional and cross-cutting issues and mechanisms as mandated by the General Assembly and the Security Council, including substantive support to the United Nations Standing Advisory Committee on Security Questions in Central Africa; the development and implementation of regional strategies, such as the United Nations integrated strategy for the Sahel and the United Nations strategy to address the threat and impact of the Lord's Resistance Army; and system-wide efforts to address the scourge of Boko Haram and piracy in the Gulf of Guinea.

78. The Secretary-General has made significant efforts to reinvigorate the implementation of the United Nations integrated strategy for the Sahel as detailed in his report to the Security Council on the activities of UNOWAS (S/2017/1104). In order to support those efforts, the Division would comprise a D-2-level director dedicated to the Sahel dossier, to be based in Nouakchott. The Director would further the implementation of the United Nations integrated strategy for the Sahel and support the United Nations efforts to assist the Joint Force of the Group of Five for the Sahel, including as requested by the Security Council in its resolution 2391 (2017). In that regard, the Director would serve as the main United Nations liaison with and entry point for interactions with the secretariat of the Group, thereby ensuring system-wide coherence and strengthened support to the regional organization. The Director would liaise with Member States, as well as regional, international and non-governmental entities working in or on the Sahel, and assist the coordination of their engagement on the Sahel. In particular, the Director would work closely with the African Union and oversee the United Nations technical support to the Ministerial Coordination Platform. While having a functional link to the Division, the Director would work under the overall supervision of the Special Representative of the Secretary-General for UNOWAS and Deputy Special Representative.

79. The Division would comprise posts currently within the Africa II Division of the Department of Political Affairs working in the Central Africa, West Africa and Sahel Teams, as well as staff of the Africa II Division of the Office of Operations of the Department of Peacekeeping Operations working in the Integrated Operational

Teams for Central Africa and for Mali and the Sahel. The Division would comprise a total of 38 posts, including (a) 23 posts under section 3 (1 D-2, 1 D-1, 3 P-5, 4 P-4, 5 P-3, 3 P-2 and 6 General Service (Other level)) and 2 posts under section 5 (1 D-2 and 1 D-1) funded from the programme budget; (b) 13 posts (1 D-1, 2 P-5, 2 P-4, 4 P-3 and 4 General Service (Other level)) funded from the support account; and (c) no posts from extrabudgetary resources.

2. North Africa and the Horn of Africa Division

80. The North Africa and the Horn of Africa Division would cover the following 11 countries, and one Territory: Algeria, Djibouti, Egypt, Eritrea, Ethiopia, Libya, Morocco, Somalia, the Sudan, South Sudan and Tunisia, and Western Sahara.

81. The Division would also provide political and operational backstopping to the African Union/United Nations Hybrid Operation in Darfur, the United Nations Interim Security Force for Abyei, the United Nations Mission in South Sudan, the United Nations Assistance Mission in Somalia, the Office of the Special Envoy of the Secretary-General for the Sudan and South Sudan, the Office of the Personal Envoy of the Secretary-General for Western Sahara, the United Nations Support Mission in Libya and the United Nations Mission for the Referendum in Western Sahara (MINURSO).

82. The Division would be responsible for maintaining relations and partnerships with regional and subregional organizations in North Africa and the Horn of Africa, including the Arab Maghreb Union, the Intergovernmental Authority on Development and other partners, as relevant.

83. The Division would comprise posts currently within the Africa I Division of the Department of Political Affairs working in the Horn of Africa and Somalia teams; the Africa II Division of the Department of Political Affairs working in the North Africa team; the Africa I Division of the Office of Operations of the Department of Peacekeeping Operations working in the Integrated Operational Teams for the Sudan and South Sudan; and the Somalia Coordination and Planning Team. It would also include the Asia, Middle East, Europe and Latin America Division of the Office of Operations of the Department of Peacekeeping Operations providing support to MINURSO. The Division would comprise a total of 40 posts, including: (a) 15 posts under section 3 (1 D-2, 1 P-5, 3 P-4, 3 P-3, 3 P-2 and 4 General Service (Other level)) and 3 posts under section 5 (1 D-1, 1 P-5 and 1 General Service (Other level)) funded from the programme budget; (b) 21 posts (2 D-1, 3 P-5, 5 P-4, 4 P-3, 1 P-2 and 6 General Service (Other level)) funded from the support account; and (c) 1 post (1 P-3) funded from extrabudgetary resources.

3. Southern Africa and Great Lakes Division

84. The Southern Africa and Great Lakes Division would cover the following 20 countries: Angola, Botswana, Burundi, Comoros, the Democratic Republic of the Congo, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Seychelles, South Africa, Swaziland, Uganda, the United Republic of Tanzania, Zambia and Zimbabwe.

85. The Division would provide political and operational support to the Office of the Special Envoy for the Great Lakes Region, the Office of the Special Envoy of the Secretary-General (Burundi) and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo.

86. The Division would be responsible for maintaining relations and partnerships with regional and subregional organizations in the Southern Africa and the Great Lakes region, including the East African Community, the Southern African

Development Community, the Common Market for Eastern and Southern Africa, the Indian Ocean Commission, the International Conference on the Great Lakes Region and other partners, as relevant.

87. The Division would comprise posts currently in the Africa I Division of the Department of Political Affairs working in the Great Lakes and East Africa and Southern Africa and Indian Ocean teams, as well as those in the Africa II Division of the Office of Operations of the Department of Peacekeeping Operations working in the Integrated Operational Teams for the Great Lakes region. The Division would comprise a total of 32 posts, including: (a) 16 posts under section 3 (1 D-1, 2 P-5, 3 P-4, 3 P-3, 2 P-2, 4 General Service (Other level) and 1 Local level) and 4 posts under section 5 (1 D-2, 1 P-3 and 2 General Service (Other level)) funded from the programme budget; (b) 8 posts (1 D-1, 1 P-5, 3 P-4, 1 P-3, 1 P-2 and 1 General Service (Other level)) funded from the support account; and (c) 4 posts (1 P-4, 1 P-3, 1 P-2 and 1 General Service (Other level)) funded from extrabudgetary resources.

D. Assistant Secretary-General for the Middle East, Asia and the Pacific

88. The Assistant Secretary-General for the Middle East, Asia and the Pacific would oversee two regional divisions covering the following areas:

(a) Middle East and the Gulf;

(b) Asia and the Pacific.

89. The two divisions, covering 53 countries, would undertake all the current mandated tasks and functions carried out by the relevant parts of the existing Middle East and West Asia Division and the Asia and the Pacific Division in the Department of Political Affairs and the relevant parts of the Asia, Middle East, Europe and Latin America Division in the Office of Operations of the Department of Peacekeeping Operations. This would include the provision of strategic, political and operational guidance and support to the Office of the Special Coordinator for the Middle East Peace Process, seven special political missions, including offices in support of political processes and offices of special envoys, and four peacekeeping operations.

90. Given the heavy investment of the international community, including through the United Nations, in support of efforts to promote peace and security in the Middle East, the Assistant Secretary-General would require a strong front office to ensure effective oversight to the regional divisions and to provide political and operational guidance to the various types of United Nations engagements in the region in mission and non-mission settings. The Office of the Assistant Secretary-General would comprise a total of 7 posts, including: (a) five posts under section 3 (1 Assistant Secretary-General, 1 P-5, 1 P-3 and 2 General Service (Other level)) and one post under section 5 (1 General Service (Other level)) funded from the programme budget; (b) one post (1 P-4) funded from the support account; and (c) no posts funded from extrabudgetary resources.

1. Middle East and the Gulf Division

91. The Middle East and Gulf Division would cover the following 14 countries: Bahrain, Iraq, Jordan, Kuwait, the Islamic Republic of Iran, Israel, Lebanon, Oman, Qatar, Saudi Arabia, the State of Palestine, the Syrian Arab Republic, Yemen and the United Arab Emirates.

92. The Division would provide political and operational backstopping support to a combination of offices in support of political processes, special political missions and

peacekeeping operations, including the Office of the Special Coordinator for the Middle East Peace Process, the Office of the United Nations Special Coordinator for Lebanon, the Office of the Special Envoy for the Implementation of Security Council Resolution 1559 (2004), the Office of the Special Envoy for Syria, the Office of the Special Envoy for Yemen, UNAMI, the United Nations Disengagement Observer Force (UNDOF), the United Nations Interim Force in Lebanon (UNIFIL), and the United Nations Truce Supervision Organization (UNTSO).

93. The Division would be responsible for maintaining relations and partnerships with regional and subregional organizations in the Middle East and the Gulf, including the League of Arab States, the Gulf Cooperation Council, the Organization of Islamic Cooperation and other partners, as relevant.

94. The Division would comprise posts from the parts of the Middle East and West Asia Division of the Department of Political Affairs working in the Middle East, the Syrian Arab Republic, Iraq and Gulf teams, as well as staff of the Asia, Middle East, Europe and Latin America Division of the Office of Operations of the Department of Peacekeeping Operations working in the Integrated Operational Teams for UNIFIL, UNDOF and UNTSO. The Division would comprise a total of 31 posts, including: (a) 14 posts under section 3 (1 D-2, 1 D-1, 3 P-5, 2 P-4, 3 P-3, 1 P-2 and 3 General Service(Other level)) and 1 post under section 5 (1 D-1) funded from the programme budget; (b) 7 posts (1 P-5, 2 P-4, 1 P-3, 1 P-2 and 2 General Service(Other level)) funded from the support account; and (c) 9 posts (5 P-4, 3 P-3 and 1 General Service(Other level)) funded from extrabudgetary resources.

2. Asia and the Pacific Division

95. The Asia and the Pacific Division would cover the following 40 countries and Territories: Afghanistan, Australia, Bangladesh, Bhutan, Brunei Darussalam, Cambodia, China, the Democratic People's Republic of Korea, Fiji, India, Indonesia, Japan, Kiribati, the Lao People's Democratic Republic, Malaysia, Maldives, the Marshall Islands, Micronesia, Mongolia, Myanmar, Nauru, Nepal, New Zealand, Pakistan, Palau, Papua New Guinea, the Philippines, the Republic of Korea, Samoa, Singapore, Sri Lanka, Thailand, Timor-Leste, Tonga, Tuvalu, Vanuatu, Viet Nam, the Cook Islands, Niue and Tokelau.

96. The Division would provide political and operational backstopping support to special political missions and peacekeeping operations, including UNAMA, the United Nations Military Observer Group in India and Pakistan (UNMOGIP) and the Office of the Special Envoy of the Secretary-General for Myanmar.

97. The Division would be responsible for maintaining relations and partnerships with regional and subregional organizations in Asia and Pacific region, including the Association of Southeast Asian Nations (ASEAN), the ASEAN Regional Forum, the Caspian Sea Initiative of the Economic Cooperation Organization, the Conference on Interaction and Confidence-Building Measures in Asia, the Pacific Islands Forum, the South Asian Association for Regional Cooperation, the Shanghai Cooperation Organization and other partners, as relevant.

98. The Division would comprise posts from the Asia and the Pacific Division of the Department of Political Affairs, parts of the Middle East and West Asia Division of the Department of Political Affairs working on Afghanistan and South Asia, as well as staff of the Asia, Middle East, Europe and Latin America Division of the Office of Operations of the Department of Peacekeeping Operations supporting UNMOGIP. The Division would comprise a total of 20 posts, including: (a) 16 posts under section 3 (1 D-1, 2 P-5, 2 P-4, 5 P-3, 2 P-2 and 4 General Service (Other level)) and 1 post under section 5 (1 D-2) funded from the programme budget; (b) 1 post (1 P-3) funded

from the support account; and (c) 2 posts (1 P-5 and 1 P-4) funded from extrabudgetary resources.

E. Assistant Secretary-General for Europe, Central Asia and the Americas

99. The Assistant Secretary-General for Europe, Central Asia and the Americas would oversee two regional divisions covering the following areas:

(a) Europe and Central Asia;

(b) The Americas.

100. These divisions, covering 89 countries, would undertake all the current mandated tasks and functions carried out by the Americas Division, the Europe Division and parts the Middle East and West Asia Division of the Department of Political Affairs, as well as parts of the Asia, Middle East, Europe and Latin America Division of the Office of Operations of the Department of Peacekeeping Operations. This would include the provision of strategic, political and operational guidance and support to four special political missions, three peacekeeping operations and good offices engagements and other mechanisms. The Office of the Assistant Secretary-General would comprise a total of 7 posts, including: (a) 5 posts under section 3 (1 Assistant Secretary-General, 1 P-5, 1 P-3 and 2 General Service (Other level)) and no posts under section 5 funded from the programme budget; (b) 1 post (1 General Service (Other level))) funded from the support account; and (c) 1 post (P-3) funded from extrabudgetary resources.

1. Europe and Central Asia Division

101. The Europe and Central Asia Division would cover the following 54 countries: Albania, Andorra, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czechia, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, the Holy See, Hungary, Iceland, Ireland, Italy, Kazakhstan, Kyrgyzstan, Latvia, Lichtenstein, Lithuania, Luxembourg, Malta, Monaco, Moldova, Montenegro, the Netherlands, Norway, Poland, Portugal, Romania, the Russian Federation, San Marino, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Tajikistan, the former Yugoslav Republic of Macedonia, Turkey, Turkmenistan, Ukraine, the United Kingdom of Great Britain and Northern Ireland and Uzbekistan.

102. The Division would provide political and operational backstopping support to a combination of liaison presences and special political missions, which include regional offices, peacekeeping operations and good offices engagements, including the Office of the Special Adviser to the Secretary-General on Cyprus, the United Nations Liaison Office for Peace and Security, the United Nations Regional Centre for Preventive Diplomacy for Central Asia, the United Nations Representative to the Geneva International Discussions, the United Nations Peacekeeping Force in Cyprus (UNFICYP), the United Nations Interim Administration Mission in Kosovo (UNMIK) and the Personal Envoy of the Secretary-General for the issue of the dispute regarding the name of the former Yugoslav Republic of Macedonia.

103. The Division would be responsible for maintaining relations and partnerships with regional and subregional organizations in Europe, including the Commonwealth of Independent States, the Collective Security Treaty Organization, the Organization for Democracy and Economic Development, the North Atlantic Treaty Organization, the Parliamentary Assembly of the Mediterranean, the Nordic Council, the European

Union, the Organization for Security and Cooperation in Europe, the Council of Europe, the Black Sea Economic Cooperation and other partners, as relevant.

104. The Division would comprise staff currently within the Europe Division and parts of the Middle East and West Asia Division of the Department of Political Affairs working in the Gulf and Central Asia team, as well as staff of the Asia, Middle East, Europe and Latin America Division of the Office of Operations of the Department of Peacekeeping Operations working in the Integrated Operational Teams supporting UNMIK and UNFICYP. The Division would comprise a total of 21 posts, including: (a) 11 posts under section 3 (1 D-2, 2 P-5, 2 P-4, 2 P-3, 1 P-2 and 3 General Service (Other level))) and no post under section 5 funded from the programme budget; (b) 5 posts (1 D-1, 1 P-5, 2 P-4 and 1 General Service (Other level))) funded from the support account; and (c) 5 posts (1 P-5, 2 P-4 and 2 P-3) funded from extrabudgetary resources.

2. Americas Division

105. The Americas Division would cover the following 35 countries: Antigua and Barbuda, Argentina, the Bahamas, Barbados, Belize, Bolivia (Plurinational State of), Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Dominica, the Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, the United States of America, Uruguay and Venezuela (Bolivarian Republic of).

106. The Division would provide political and operational backstopping support to a combination of special political missions, including offices in support of political processes, peacekeeping operations and good offices engagements and other mechanisms, including the United Nations Verification Mission in Colombia. The Division would also provide support to the International Commission against Impunity in Guatemala and the United Nations Mission for Justice Support in Haiti.

107. The Division would be responsible for maintaining relations and partnerships with regional and subregional organizations in the Americas region, including the Organization of American States, the Caribbean Community, the Central American Integration System, the Community of Latin American and Caribbean States, the Latin American and Caribbean Parliament, the Bolivarian Alternative for the Peoples of Our America, the Andean Community, the Southern Common Market, the Union of South American Nations, the Association of Caribbean States, the Organization of Eastern Caribbean States and other partners, as relevant.

108. The Division would comprise posts currently within the Americas Division of the Department of Political Affairs, as well as a number of posts in the Asia, Middle East, Europe and Latin America Division of the Office of Operations of the Department of Peacekeeping Operations working in the Integrated Operational Teams for MINUJUSTH. The Division would comprise a total of 21 posts, including: (a) 16 posts under section 3 (1 D-2, 1 D-1, 4 P-5, 3 P-4, 1 P-3, 2 P-2 and 4 General Service (Other level)) and no post under section 5 funded from the programme budget; (b) 5 posts (1 P-5, 2 P-4, 1 P-2 and 1 General Service (Other level)) funded from the support account; and (c) no posts funded from extrabudgetary resources.

V. Coordination and shared services of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations: redeployment of the current structure and staffing

109. It is proposed to redeploy the current post of Chief of Staff of the Department of Peacekeeping Operations and the Department of Field Support as the Director for Coordination and Shared Services of the Department of Peace Operations and the Department of Political and Peacebuilding Affairs. The post of Director would be maintained at the current D-2 level, financed from the peacekeeping support account, and would report to the Under-Secretaries-General of both departments to ensure coherence and consistency with regard to management, administration, budgetary and similar processes across the pillar. The Director would also oversee the joint Executive Office, the Leadership Support Section, the Peacekeeping Situation Centre (including the contributions of both departments to the United Nations Operations and Crisis Centre),[1] the Strategic Communications Section, the Focal Point for Security, the Information Management Unit and the Registry, as well as other issues, as appropriate, at the request of the Under-Secretaries-General of the two departments.

110. The Office of the Director would support the Under-Secretaries-General for Peace Operations and for Political and Peacebuilding Affairs, through the Executive Office, in (a) carrying out their financial, personnel and administrative responsibilities; (b) engaging with the Department of Operational Support and the Department of Management Strategy, Policy and Compliance; and (c) promoting organizational performance and accountability efforts, including with leadership support and the facilitation of crisis management.

111. In addition, upon the request of the Under-Secretaries-General for Peace Operations and for Political and Peacebuilding Affairs, the Director would provide support on: reform and change management; Headquarters management issues; programme management plans and results-based-budgeting frameworks; departmental communications; policy and strategic advice on safety and security matters and organizational resilience programmes; departmental preparedness and response to crises; information management issues; and correspondence.

112. In order to maximize synergies and facilitate service to both departments, including the shared regional structure, and to support the work of the Under-Secretaries-General in fulfilling their financial, personnel and general administration responsibilities, it is proposed that a portion of the resources of the current Executive Office of the Department of Peacekeeping Operations and Department of Field Support be merged with the current Executive Office of the Department of Political Affairs. The Office would be headed by an Executive Officer at the current (D-1) level and would be funded from the support account.

113. In his report to the General Assembly entitled "Shifting the management paradigm in the United Nations: ensuring a better future for all" (A/72/492), the Secretary-General proposed that executive offices assume the role of "business partner". The envisaged functions, once approved by the Assembly, would include: administrative advice and guidance, formerly human resources; internal compliance, formerly part of human resources and finance; operational resource planning and

[1] As of January 2017, the Secretary-General decided that the United Nations Operations and Crisis Centre would report directly to the Assistant Secretary-General for Strategic Coordination in the Executive Office of the Secretary-General in order to improve and integrate information flow and the coordination of situational awareness and crisis response.

management, formerly finance; and performance management (achievement of benchmarks and goals). The business partner function would also serve as the interface between the proposed Department of Political and Peacebuilding Affairs and the Department of Peace Operations and the proposed Department of Management Strategy, Policy and Compliance and the Department of Operational Support. To that end it is envisaged that executive offices will assume a strategic, primarily advisory, role in assisting the heads of departments in the appropriate dispensation of their newly delegated authority.

114. To support improved leadership in field presences, it is proposed that the current Senior Leadership Appointments Section be renamed the Leadership Support Section and transferred from the Office of the Under-Secretary-General for Field Support to become a joint function of the Department of Peace Operations and the Department of Political and Peacebuilding Affairs. The Section would retain its current responsibilities as well as the staffing complement of five posts (1 P-5, 1 P-4, 1 P-3, 1 General Service (Principal level) and 1 General Service (Other level)) funded under the support account, and would work closely with the Executive Office of the Secretary-General on this matter.

115. The renamed Strategic Communications Section would: provide advice to the Under-Secretaries-General for Peace Operations and for Political and Peacebuilding Affairs; manage media relations, publicity, outreach, external relations, corporate messaging, digital and online platforms and campaigns; and support field presences, in cooperation, as necessary, with the Department of Public Information and the Department of Operational Support.

116. The Focal Point for Security would provide policy and strategic advice to the Under-Secretaries-General for Peace Operations and for Political and Peacebuilding Affairs on safety and security matters related to peace operations and field presences and would coordinate interactions with the Department of Safety and Security and represent the Departments at the Inter-Agency Security Management Network. It would also support organizational resilience programmes, focusing primarily on crisis preparedness and business continuity, and the harmonization of emergency planning in peace operations and field presences.

117. The Information Management Unit would be responsible for information management, business process requirements and substantive recordkeeping.

VI. Link to operational support and management departments

118. The Secretary-General's management reforms are as crucial as his reforms to the peace and security architecture to improving the ability of the Organization to respond to challenges to international peace and security. To enable the changes called for in the report of the Secretary-General (A/72/492), the existing Department of Field Support and Department of Management would be re-engineered into two new departments: the Department of Management Strategy, Policy and Compliance and the Department of Operational Support. Since peace operations would collectively remain the largest clients of the two new departments, ensuring close coordination and seamless interoperability with the peace and security architecture would be essential, especially for the efficient management of peace operations and special political missions.

119. Coordination between the management and support structure and the peace and security pillar would be part of the normal course of work of the departments, but would also be further facilitated through mechanisms at various levels to ensure the successful establishment, functioning and transitioning of peace and security field

presences. At the strategic level, this would be achieved through the representation of the peace and security pillar on the Management Client Board, the internal governance mechanism for the new management system. At the operational level, a pool of specialized officers from the Department of Operational Support in the areas of budget, information and communications technology, human resources and logistics would be embedded within the peace and security pillar in the Office of the Under-Secretary-General for Peace Operations to support teams in the single regional political-operational structure, as outlined in paragraph 48 above. Coordination mechanisms would be established to address emerging requirements, as needed. Services such as conduct and discipline and audit response, currently provided by the Department of Field Support, would continue to be delivered under the new management structures.

VII. Next steps

120. Beyond organizational restructuring, achieving the vision of the Secretary-General will require concerted efforts to streamline and simplify current practices, working methods and cultures. Efforts to that end, which are already under way as part of the change management process will be intensified if the proposal is approved. The process is being jointly led by the Under-Secretaries-General for Political Affairs and Peacekeeping Operations and the Assistant Secretary-General for Peacebuilding Support, under the overall direction of the Chef de Cabinet.

121. The proposed restructuring responds to the expressed wish of Member States to see a more coherent and effective Organization, including its peace and security pillar. The Secretary-General will continue to count on the support of Member States in this exercise. He will continue to consult with them and take their views into account in an accountable and transparent manner. If approved, the impact of the reform will be continuously assessed in the course of its implementation with a view to making the necessary adjustments, building on lessons learned and feedback received.

VIII. Administrative and budgetary implications of the proposed restructuring

A. Human resources requirements

Summary of transfer of posts

Strengthening of the Peacebuilding Support Office

122. Through the capacities freed up by the merger of the regional divisions and the creation of a single executive office for the two new departments, it is proposed to strengthen the Peacebuilding Support Office by transferring seven posts (3 posts funded from the programme budget, 3 post funded from the support account and 1 post funded from extrabudgetary resources) from other components to the two departments.

123. The proposed changes to post resources are summarized below:

(a) Changes under the programme budget for the biennium 2018–2019 include:

(i) The redeployment of one Assistant General Service (Other level) from the Africa II Division of the Department of Political Affairs to the Office of the Assistant Secretary-General of the Peacebuilding Support Office;

(ii) The redeployment of one Senior Political Affairs Officer (P-5) from the Africa II Division of the Department of Political Affairs to the Peacebuilding Strategy and Partnerships Branch of the Peacebuilding Support Office;

(iii) The reassignment of one Executive Officer (D-1) from the Executive Office of the Department of Political Affairs as Principal Political Affairs Officer in the Peacebuilding Commission Support Branch of the Peacebuilding Support Office;

(b) Changes under the support account for peacekeeping operations for the 2018/19 financial period include:

(i) The redeployment of one Associate Political Affairs Officer (P-2) from the Asia, Middle East, Europe and Latin America Division of the Office of Operations of the Department of Peacekeeping Operations to the Office of the Assistant Secretary-General of the Peacebuilding Support Office;

(ii) The redeployment of one Political Affairs Officer (P-4) from the Somalia Coordination and Planning Team of the Office of Operations of the Department of Peacekeeping Operations to the Peacebuilding Commission Support Branch of the Peacebuilding Support Office;

(iii) The redeployment of one Political Affairs Officer (P-4) from the Partnership Team of the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations to the Peacebuilding Strategy and Partnerships Branch of the Peacebuilding Support Office;

(iv) The transfer of the Senior Leadership Appointments Section, including the five posts (1 P-5, 1 P-4, 1 P-3, 1 General Service (Principal level) and 1 General Service (Other level)), from the Office of the Under-Secretary-General for Field Support to the shared Office of Coordination and Shared Services of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations;

(v) The transfer of the Gender Team, including the four posts (1 P-5, 1 P-4, 1 P-3 and 1 General Service (Other level)), from the Policy, Evaluation and Training Division to the Office of the Under-Secretary-General for Peace Operations;

(vi) The transfer of the Integrated Assessment and Planning Unit, including the three posts (1 P-5, 1 P-4 and 1 General Service (Other level)), from the Office of Operations to the Office of the Under-Secretary-General for Peace Operations;

(c) Changes under extrabudgetary resources include:

(i) The redeployment of one Political Affairs Officer (P-4) from the Policy Planning Unit of the Policy and Mediation Division of the Department of Political Affairs to the Peacebuilding Strategy and Partnerships Branch of the Peacebuilding Support Office;

(ii) Changes reflecting the combining of the Executive Office functions of the two departments comprising a total of 33 posts/positions, including 12 posts (2 P-4, 1 P-2, 2 General Service (Principal level) and 7 General Service (Other level)) funded under the programme budget), 7 posts/positions (1 D-1, 1 P-4 (general temporary assistance), 1 P-3, 1 P-2 and 3 General Service (Other level)) funded under the support account and 14 posts (1 P-5, 1 P-4, 3 P-3, and 9 General Service (Other level)) funded under extrabudgetary resources.

124. Tables 1 and 2 below, which illustrate the movement of resources between subprogrammes and sections under this proposal to take effect 1 January 2019, do not

include changes anticipated under other reform proposals of the Secretary-General. Table 1 illustrates the movement of human resources requirements by source of funding.

Table 1
Human resources requirements for the biennium 2018–2019 by source of funding

A. Section 3
Political affairs

Category	*Approved 2018–2019*			*Changes*			*Revised 2018–2019 (effective 1 January 2019)*		
	Regular budget	*Other assessed*	*Extrabudgetary*	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Regular budget*	*Other assessed*	*Extrabudgetary*
Department of Political and Peacebuilding Affairs (former Department of Political Affairs)									
Executive direction and management									
Professional and higher									
USG	1	–	–	–	–	–	1	–	–
ASG	2	–	–	(2)	–	–	–	–	–
D-2	–	–	–	–	–	–	–	–	–
D-1	1	–	–	–	–	–	1	–	–
P-5	3	–	3	(2)	–	(1)	1	–	2
P-4	3	–	1	(1)	–	–	2	–	1
P-3	2	–	4	(2)	–	(2)	–	–	2
P-2/1	–	–	–	–	–	–	–	–	–
Subtotal	**12**	**–**	**8**	**(7)**	**–**	**(3)**	**5**	**–**	**5**
General Service									
Principal level	–	–	–	–	–	–	–	–	–
Other level	11	–	1	(6)	–	–	5	–	1
Local level	–	–	–	–	–	–	–	–	–
Subtotal	**11**	**–**	**1**	**(6)**	**–**	**–**	**5**	**–**	**1**
Total, executive direction and management	**23**	**–**	**9**	**(13)**	**–**	**(3)**	**10**	**–**	**6**
Programme of work									
Professional and higher									
USG	–	–	–	–	–	–	–	–	–
ASG	–	–	–	2	–	–	2	–	–
D-2	8	–	–	–	–	–	8	–	–
D-1	13	–	1	–	–	–	13	–	1
P-5	34	–	3	1	–	1	35	–	4
P-4	44	–	13	1	–	(1)	45	–	12
P-3	38	–	9	2	–	2	40	–	11
P-2/1	20	–	2	–	–	–	20	–	2
Subtotal	**157**	**–**	**28**	**6**	**–**	**2**	**163**	**–**	**30**

Category	Approved 2018–2019			Changes			Revised 2018–2019 (effective 1 January 2019)		
	Regular budget	Other assessed	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary
General Service									
Principal level	3	–	–	–	–	–	3	–	–
Other level	66	–	3	5	–	–	71	–	3
Local level	1	–	–	–	–	–	1	–	–
Subtotal	**70**	**–**	**3**	**5**	**–**	**–**	**75**	**–**	**3**
Total, programme of work	**227**[a]	**–**	**31**	**11**	**–**	**2**	**238**	**–**	**33**
Programme support									
Professional and higher									
USG	–	–	–	–	–	–	–	–	–
ASG	–	–	–	–	–	–	–	–	–
D-2	–	–	–	–	–	–	–	–	–
D-1	1	–	–	(1)	–	–	–	–	–
P-5	–	–	1	–	–	–	–	–	1
P-4	2	–	1	–	–	–	2	–	1
P-3	–	–	2	–	–	–	–	–	2
P-2/1	1	–	–	–	–	–	1	–	–
Subtotal	**4**	**–**	**4**	**(1)**	**–**	**–**	**3**	**–**	**4**
General Service									
Principal level	2	–	–	–	–	–	2	–	–
Other level	7	–	7	–	–	–	7	–	7
Local level	–	–	–	–	–	–	–	–	–
Subtotal	**9**	**–**	**7**	**–**	**–**	**–**	**9**	**–**	**7**
Total, programme support	**13**	**–**	**11**	**(1)**	**–**	**–**	**12**	**–**	**11**
Total	**263**	**–**	**51**	**(3)**	**–**	**(1)**	**260**	**–**	**50**
Peacebuilding Support Office									
Professional and higher									
USG	–	–	–	–	–	–	–	–	–
ASG	1	–	–	–	–	–	1	–	–
D-2	1	–	–	–	–	–	1	–	–
D-1	1	–	1	1	–	–	2	–	1
P-5	3	–	2	1	–	–	4	–	2
P-4	4	–	2	–	2	1	4	2	3
P-3	1	–	1	–	–	–	1	–	1
P-2/1	–	–	–	–	1	–	–	1	–
Subtotal	**11**	**–**	**6**	**2**	**3**	**1**	**13**	**3**	**7**

Category	Approved 2018–2019			Changes			Revised 2018–2019 (effective 1 January 2019)		
	Regular budget	Other assessed	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary
General Service									
Principal level	–	–	–	–	–	–	–	–	–
Other level	3	–	2	1	–	–	4	–	2
Local level	–	–	–	–	–	–	–	–	–
Subtotal	**3**	**–**	**2**	**1**	**–**	**–**	**4**	**–**	**2**
Total	**14**	**–**	**8**	**3**	**3**	**1**	**17**	**3**	**9**

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General.

[a] Approved posts for 2018–2019 include four temporary posts (1 P-5 and 3 General Service (Other level)).

B. Section 5 Peacekeeping operations

Category	Approved 2018–2019			Changes			Revised 2018–2019 (effective 1 January 2019)		
	Regular budget	Other assessed[a]	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary
Department of Peace Operations (former Department of Peacekeeping Operations)									
Executive direction and management									
Professional and higher									
USG	1	–	–	–	–	–	1	–	–
ASG	–	–	–	–	–	–	–	–	–
D-2	–	2	–	–	–	–	–	2	–
D-1	1	1	–	–	–	–	1	1	–
P-5	–	6	2	–	3	–	–	9	2
P-4	–	14	14	–	3	–	–	17	14
P-3	–	19	10	–	2	–	–	21	10
P-2/1	–	3	–	–	–	–	–	3	–
Subtotal	**2**	**45**	**26**	**–**	**8**	**–**	**2**	**53**	**26**
General Service									
Principal level	–	1	–	–	1	–	–	2	–
Other level	1	16	4	–	3	–	1	19	4
Local level	–	–	–	–	–	–	–	–	–
Subtotal	**1**	**17**	**4**	**–**	**4**	**–**	**1**	**21**	**4**
Total, executive direction and management	**3**	**62**	**30**	**–**	**12**	**–**	**3**	**74[b]**	**30**
Programme of work									
Professional and higher									
USG	–	–	–	–	–	–	–	–	–
ASG	3	–	–	–	–	–	3	–	–

Category	Approved 2018–2019			Changes			Revised 2018–2019 (effective 1 January 2019)		
	Regular budget	Other assessed[a]	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary
D-2	4	3	–	–	–	–	4	3	–
D-1	3	11	–	–	–	–	3	11	–
P-5	3	36	5	–	(2)	–	3	34	5
P-4	–	172	5	–	(4)	–	–	168	5
P-3	1	73	6	–	(1)	–	1	72	6
P-2/1	2	6	–	–	(1)	–	2	5	–
Subtotal	**16**	**301**	**16**	**–**	**(8)**	**–**	**16**	**293**	**16**
General Service									
Principal level	–	–	–	–	–	–	–	–	–
Other level	8	66	11	–	(2)	–	8	64	11
Local level	–	2	–	–	–	–	–	2	–
Subtotal	**8**	**68**	**11**	**–**	**(2)**	**–**	**8**	**66**	**11**
Total, programme of work	**24**	**369**	**27**	**–**	**(10)**	**–**	**24**	**359**	**27**
Programme support									
Professional and higher									
USG	–	–	–	–	–	–	–	–	–
ASG	–	–	–	–	–	–	–	–	–
D-2	–	–	–	–	–	–	–	–	–
D-1	–	1	–	–	–	–	–	1	–
P-5	–	1	–	–	–	–	–	1	–
P-4	–	1	–	–	–	–	–	1	–
P-3	–	2	1	–	–	–	–	2	1
P-2/1	–	1	–	–	–	–	–	1	–
Subtotal	**–**	**6**	**1**	**–**	**–**	**–**	**–**	**6**	**1**
General Service									
Principal level	–	1	1	–	–	–	–	1	1
Other level	–	8	3	–	–	–	–	8	3
Local level	–	–	–	–	–	–	–	–	–
Subtotal	**–**	**9**	**4**	**–**	**–**	**–**	**–**	**9**	**4**
Total, programme support	**–**	**15**	**5**	**–**	**–**	**–**	**–**	**15**	**5**
Total	**27**	**446**	**62**	**–**	**2**	**–**	**27**	**448**[b]	**62**[b]
Department of Operational Support (former Department of Field Support)									
Executive direction and management									
Professional and higher									
USG	1	–	–	–	–	–	1	–	–
ASG	1	–	–	–	–	–	1	–	–

Category	Approved 2018–2019			Changes			Revised 2018–2019 (effective 1 January 2019)		
	Regular budget	Other assessed[a]	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary
D-2	–	–	–	–	–	–	–	–	–
D-1	1	3	–	–	–	–	1	3	–
P-5	1	17	–	–	(1)	–	1	16	–
P-4	–	19	–	–	(1)	–	–	18	–
P-3	–	11	–	–	(1)	–	–	10	–
P-2/1	–	1	–	–	–	–	–	1	–
Subtotal	**4**	**51**	**–**	**–**	**(3)**	**–**	**4**	**48**	**–**
General Service									
Principal level	–	1	–	–	(1)	–	–	–	–
Other level	–	19	–	–	(1)	–	–	18	–
Local level	–	–	–	–	–	–	–	–	–
Subtotal	**–**	**20**	**–**	**–**	**(2)**	**–**	**–**	**18**	**–**
Total, executive direction and management	**4**	**71**	**–**	**–**	**(5)**	**–**	**4**	**66**	**–**
Programme of work									
Professional and higher									
USG	–	–	–	–	–	–	–	–	–
ASG	–	–	–	–	–	–	–	–	–
D-2	1	3	–	–	–	–	1	3	–
D-1	–	7	–	–	–	–	–	7	–
P-5	2	20	–	–	–	–	2	20	–
P-4	6	69	–	–	–	–	6	69	–
P-3	–	95	–	–	–	–	–	95	–
P-2/1	6	3	–	–	–	–	6	3	–
Subtotal	**15**	**197**	**–**	**–**	**–**	**–**	**15**	**197**	**–**
General Service									
Principal level	–	17	–	–	–	–	–	17	–
Other level	9	113	–	–	–	–	9	113	–
Local level	–	–	–	–	–	–	–	–	–
Subtotal	**9**	**130**	**–**	**–**	**–**	**–**	**9**	**130**	**–**
Total, programme of work	**24**	**327**	**–**	**–**	**–**	**–**	**24**	**327**	**–**
Total	**28**	**398**	**–**	**–**	**(5)**	**–**	**28**	**393**	**–**

(Footnotes on following page)

(Footnotes to table)

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General.

[a] For illustrative purposes, the column headed "Other assessed" under the heading "Approved 2018–2019" indicates the posts proposed under the support account budget for the period from 1 July to 31 December 2018 of the 2018/19 financial period (see A/72/790) and does not include the changes proposed in the present document. The figures in the column may be subject to modification, as the other related reform reports are still being finalized.

[b] Under the management reform, three posts under the column headed "Other assessed" under the heading "Revised 2018–2019" will be transferred to the Department of Operational Support.

[c] Under the management reform, seven posts under the column headed "Other assessed" under the heading "Revised 2018–2019" will be transferred to the Department of Operational Support.

[d] Under the management reform, nine posts under the column headed "Other assessed" and two posts under the column headed "Extrabudgetary" under the heading "Revised 2018–2019" will be transferred to the Department of Operational Support.

B. Financial implications

125. The current proposals do not have any financial implications for the overall envelope approved under section 3, Political affairs, and section 5, Peacekeeping operations, of the programme budget for the biennium 2018–2019 (A/72/6 (Sects. 3 and 5)). However, the proposals include changes in the appropriation between sections, as illustrated in table 2 below.

126. The budget proposal under the support account for peacekeeping operations for the 2018/19 financial period, which will be submitted separately to the General Assembly, is based on the new structure and the proposals contained in herein. The amounts shown in table 2 below in the three "other assessed" columns are therefore presented for illustrative purposes based on the proposed movement of posts described in the present report.

Table 2
Financial resource requirements for the biennium 2018–2019
(Thousands of United States dollars)

A. Section 3 Political affairs

	Approved 2018–2019			*Changes*			*Revised 2018–2019 (effective 1 January 2019)*		
Category	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Regular budget*	*Other assessed*	*Extrabudgetary*	*Regular budget*	*Other assessed*	*Extrabudgetary*
Department of Political and Peacebuilding Affairs (excluding the Peacebuilding Support Office)									
Executive direction and management									
Post resources	6 894.1	–	3 248.2	(1 973.2)	–	(513.4)	4 920.9	–	2 734.8
Non-post resources	272.8	–	1 359.7	(37.6)	–	–	235.2	–	1 359.7
Subtotal	**7 166.9**	–	**4 607.9**	**(2 010.8)**	–	**(513.4)**	**5 156.1**	–	**4 094.5**
Programme of work									
Post resources	67 168.2	–	10 952.0	1 682.3	–	331.8	68 850.5	–	11 283.8
Non-post resources	3 127.5	–	32 349.9	37.6	–	–	3 165.1	–	32 349.9
Subtotal	**70 295.7**	–	**43 301.9**	**1 719.9**	–	**331.8**	**72 015.6**	–	**43 633.7**

Category	Approved 2018–2019			Changes			Revised 2018–2019 (effective 1 January 2019)		
	Regular budget	Other assessed	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary
Programme support									
Post resources	2 935.9	–	3 575.0	(240.2)	–	–	2 695.7	–	3 575.0
Non-post resources	2 919.5	–	815.1	–	–	–	2 919.5	–	815.1
Subtotal	**5 855.4**	**–**	**4 390.1**	**(240.2)**	**–**	**–**	**5 615.2**	**–**	**4 390.1**
Total	**83 318.0**	**–**	**52 299.9**	**(531.1)**	**–**	**(181.6)**	**82 786.9**	**–**	**52 118.3**
Peacebuilding Support Office									
Post resources	4 983.7	–	2 899.7	531.1	267.2	181.6	5 514.8	267.2	3 081.3
Non-post resources	754.7	–	1 761.4	–	2.8	–	754.7	2.8	1 761.4
Total	**5 738.4**	**–**	**4 661.1**	**531.1**	**270.0**	**181.6**	**6 269.5**	**270.0**	**4 842.7**
Total, Department of Political and Peacebuilding Affairs	**89 056.4**	**–**	**56 961.0**	**–**	**270.0**	**–**	**89 056.4**	**270.0**	**56 961.0**

B. Section 5
Peacekeeping operations

Category	Approved 2018–2019			Changes			Revised 2018–2019 (effective 1 January 2019)		
	Regular budget	Other assessed[a]	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary
Department of Peace Operations									
Executive direction and management									
Post resources	1 249.6	10 234.8	11 052.0	–	1 017.9	–	1 249.6	11 252.7	11 052.0
Non-post resources	28.2	514.8	10 640.2	–	29.0	–	28.2	543.8	10 640.2
Subtotal	**1 277.8**	**10 749.6**	**21 692.2**	**–**	**1 046.9**	**–**	**1 277.8**	**11 796.5**	**21 692.2**
Programme of work									
Post resources	8 460.2	65 927.8	8 117.2	–	(878.9)	–	8 460.2	65 048.9	8 117.2
Non-post resources	60.7	4 824.2	86 898.2	–	(5.1)	–	60.7	4 819.1	86 898.2
Subtotal	**8 520.9**	**70 752.0**	**95 015.4**	**–**	**(884.0)**	**–**	**8 520.9**	**69 868.0**	**95 015.4**
Programme support[b]									
Post resources	–	2 048.6	1 055.7	–	–	–	–	2 048.6	1 055.7
Non-post resources	696.7	3 705.0	109.8	–	(2.8)	–	696.7	3 702.2	109.8
Subtotal	**696.7**	**5 753.6**	**1 165.5**	**–**	**(2.8)**	**–**	**696.7**	**5 750.8**	**1 165.5**
Total, Department of Peace Operations	**10 495.4**	**87 255.2**	**117 873.1**	**–**	**160.1**	**–**	**10 495.4**	**87 415.3**	**117 873.1**

Category	Approved 2018–2019			Changes			Revised 2018–2019 (effective 1 January 2019)		
	Regular budget	Other assessed[a]	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary	Regular budget	Other assessed	Extrabudgetary
Department of Operational Support									
Executive direction and management									
Post resources	2 078.9	12 390.6	–	–	(406.2)	–	2 078.9	11 984.4	–
Non-post resources	17.3	586.0	–	–	(23.9)	–	17.3	562.1	–
Subtotal	**2 096.2**	**12 976.6**	–	–	**(430.1)**	–	**2 096.2**	**12 546.5**	–
Programme of work									
Post resources	6 139.8	50 253.0	–	–	–	–	6 139.8	50 253.0	–
Non-post resources	55.0	8 543.2	–	–	–	–	55.0	8 543.2	–
Subtotal	**6 194.8**	**58 796.2**	–	–	–	–	**6 194.8**	**58 796.2**	–
Total, Department of Operational Support	**8 291.0**	**71 772.8**	–	–	**(430.1)**	–	**8 291.0**	**71 342.7**	–
Total, Department of Peace Operations and Department of Operational Support	**18 786.4**	**159 028.0**	**117 873.1**	–	**(270.0)**	–	**18 786.4**	**158 758.0**	**117 873.1**

[a] For illustrative purpose, the column headed "Other assessed" under the heading "Approved 2018–2019" indicates the annualized amounts proposed under the support account budget for the period from 1 July to 31 December 2018 of the 2018/19 financial period (see A/72/790) and does not include the changes proposed in the present document. The figures in the column may be subject to modification, as the other related reform reports are still being finalized.

[b] The resources under programme support include resources for the Department of Peace Operations and the Department of Operational Support. The allocation of resources between the two departments will be provided in the context of the revised estimates for the management reform.

IX. Actions to be taken by the General Assembly

127. **The General Assembly is requested to:**

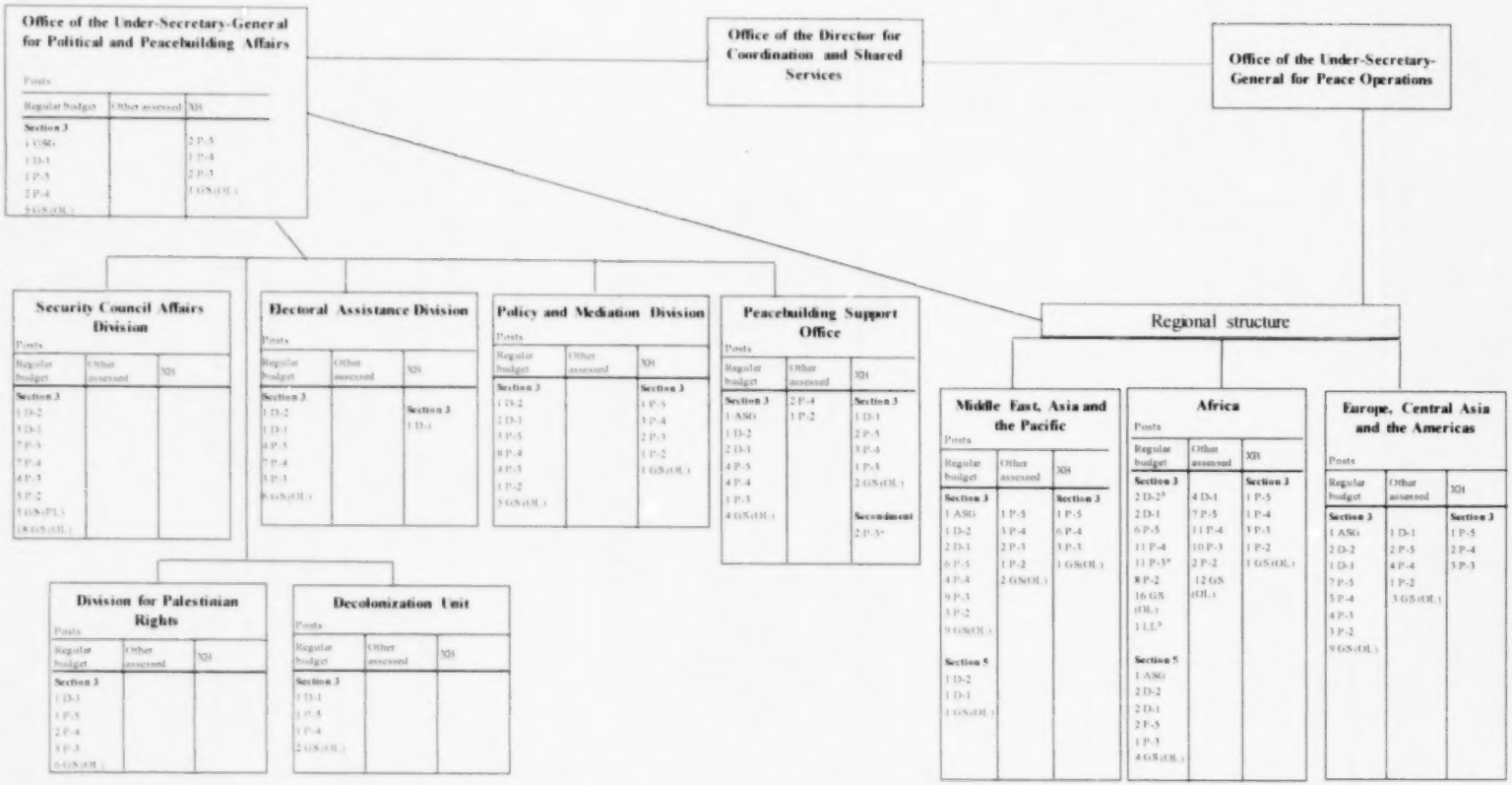
(a) Approve the proposed restructuring of the United Nations peace and security pillar;

(b) Approve the revised estimates and the proposed resource changes between offices and sections of the programme budget, as reflected in tables 1 and 2 above, for the biennium 2018–2019, including the proposed strengthening of the Peacebuilding Support Office, within the appropriation under section 3, Political affairs, and section 5, Peacekeeping operations, of the programme budget for the biennium 2018–2019, effective 1 January 2019;

(c) Approve the proposed resources, including the strengthening of the Peacebuilding Support Office, in the context of the proposed budget for the support account for peacekeeping operations for the 2018/19 financial period, effective 1 January 2019.

Annex I

Proposed organization chart of the Department of Political and Peacebuilding Affairs from 1 January 2019



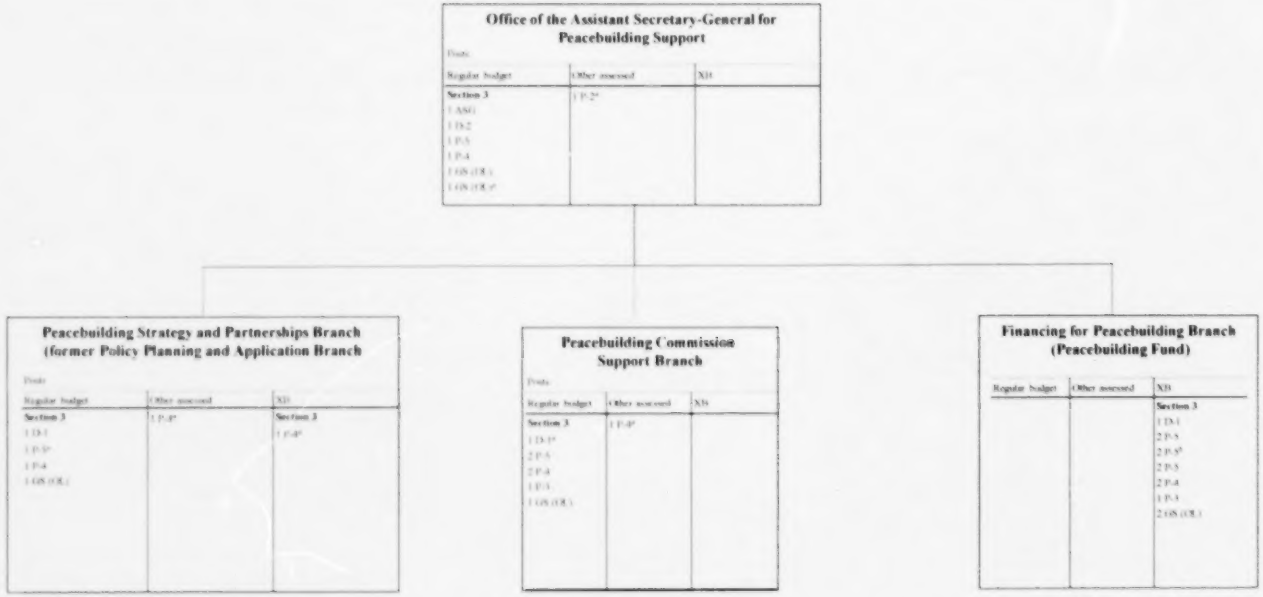
Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; XB, extrabudgetary.

[a] Secondment.

[b] 1 D-2 based in Nouakchott, and 1 P-3 and 1 LL based in Nairobi.

Annex II

Proposed organization chart of the Peacebuilding Support Office from 1 January 2019



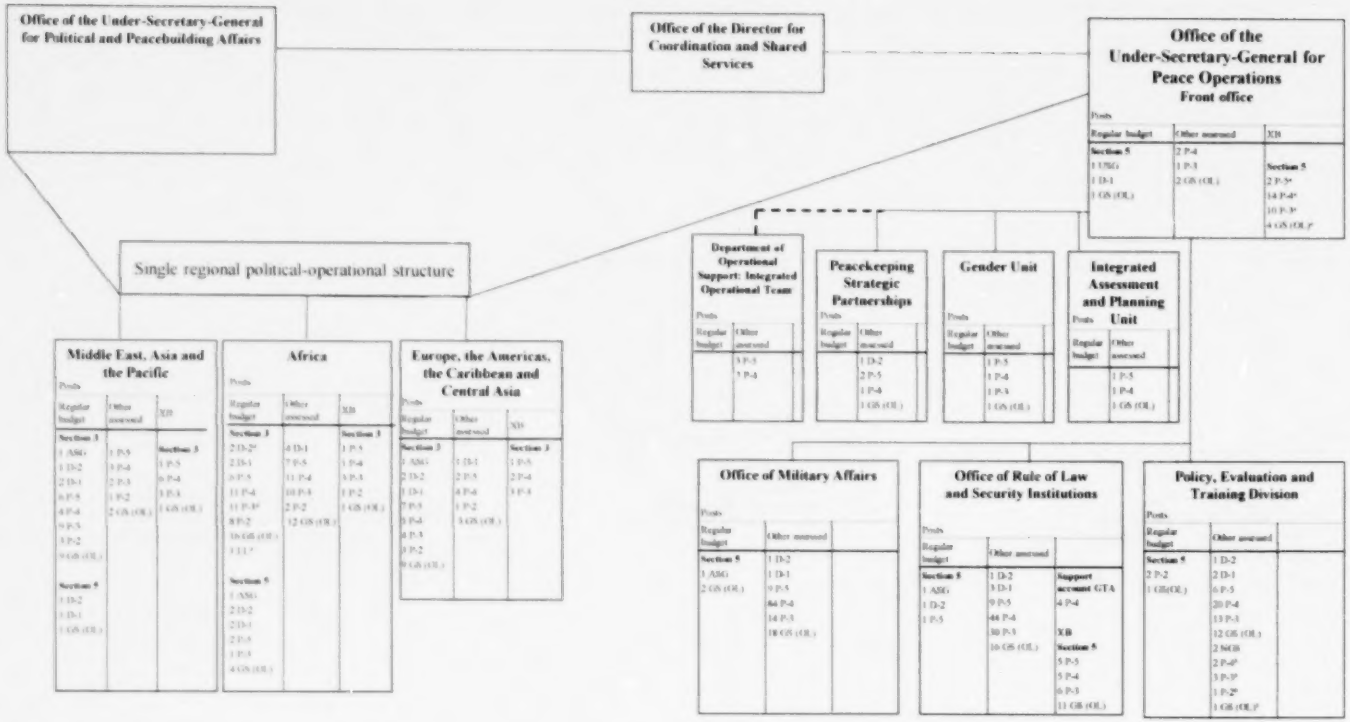
Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); XB, extrabudgetary.

[a] Seven positions proposed for redeployment from the Department of Political Affairs and the Department of Peacekeeping Operations as follows: from the programme budget under section 3, Department of Political Affairs (1 D-1, 1 P-5, 1 General Service (Other level)) and from extrabudgetary resources (1 P-4); and from the support account under the Department of Peacekeeping Operations (2 P-4,1 P-2).

[b] Secondment.

Annex III

Proposed organization chart of the Department of Peace Operations from 1 January 2019


Office of the Under-Secretary-General for Political and Peacebuilding Affairs
Office of the Director for Coordination and Shared Services
Office of the Under-Secretary-General for Peace Operations
Front office
Single regional political-operational structure
Department of Operational Support: Integrated Operational Team
Peacekeeping Strategic Partnerships
Gender Unit
Integrated Assessment and Planning Unit
Middle East, Asia and the Pacific
Africa
Europe, the Americas, the Caribbean and Central Asia
Office of Military Affairs
Office of Rule of Law and Security Institutions
Policy, Evaluation and Training Division

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS (OL), General Service (Other level); LL, Local level; GTA, general temporary assistance; NGS, National General Service; XB, extrabudgetary.

[a] Extrabudgetary positions reflected in the Office of the Under-Secretary-General are located in the substantive offices.

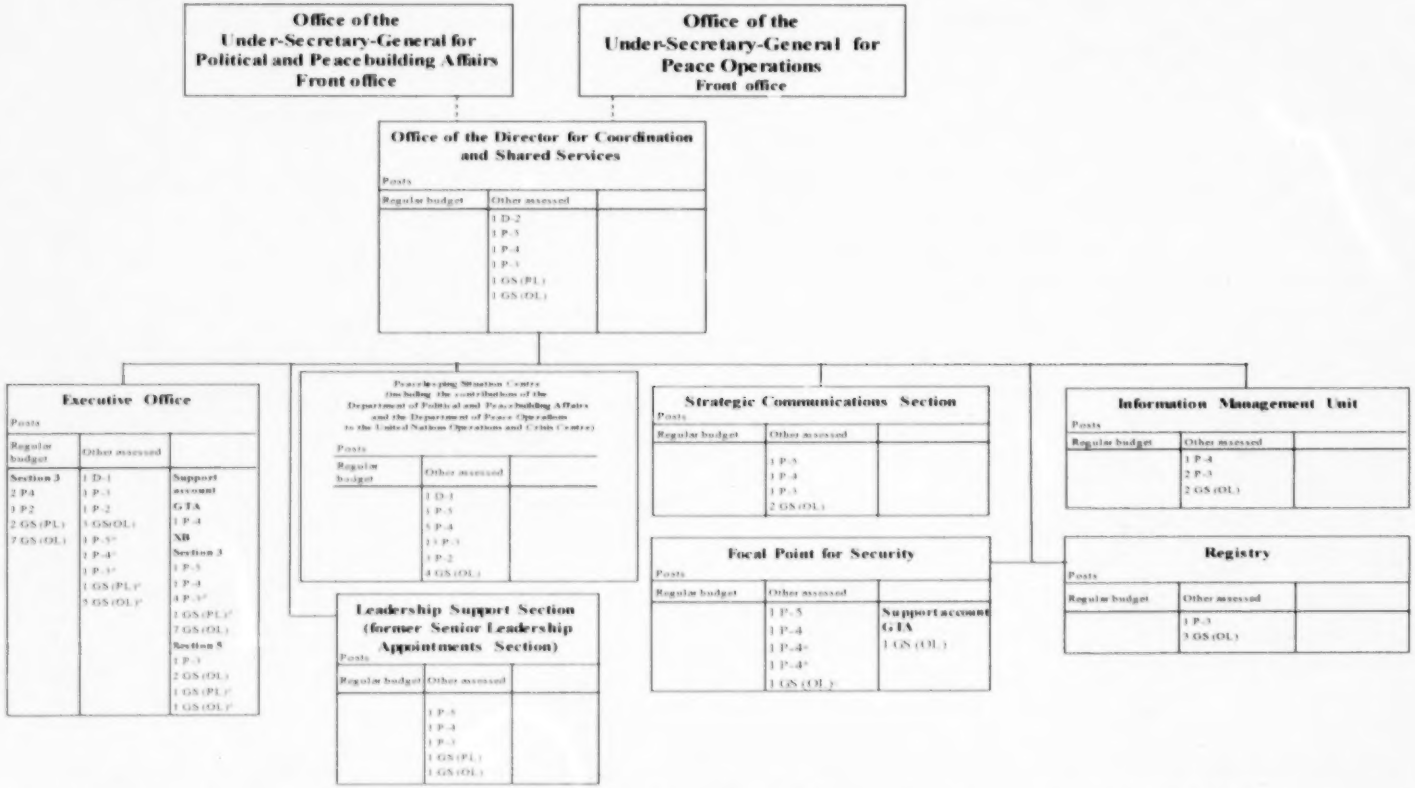
[b] Posts transferred to the Department of Operational Support under the management reform.

[c] Department of Operational Support posts in the Department of Peace Operations as Integrated Operational Team capacity.

[d] One D-2 based in Nouakchott and 1 P-3 and 1 LL based in Nairobi.

Annex IV

Proposed organization chart of the Office of the Director for Coordination and Shared Services from 1 January 2019



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); GTA, general temporary assistance; XB, extrabudgetary.

[a] Posts transferred to the Department of Operational Support under the management reform.

[b] Posts transferred to the Department of Operational Support under the management reform. Posts proposed for redeployment under the support account for the 2018/19 financial period.

[c] Posts transferred to the Department of Operational Support under the management reform. Posts proposed for establishment under the support account for the 2018/19 financial period.

[d] 2 P-3 and 1 GS (PL) positions funded from extrabudgetary resources of the Office of Counter-Terrorism are located in the Executive Office of the Department of Political and Peacebuilding Affairs for the financial management of the Office of Counter-Terrorism.

Annex V

Proposed organization chart of the single regional political-operational structure from 1 January 2019

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); LL, Local level; XB, extrabudgetary.

[a] 1 D-2 based in Nouakchott, 1 P-3 and 1 LL based in Nairobi.